



(REVISED DRAFT)

MALAWI HUMAN RIGHTS YOUTH NETWORK

(MHRYN)

STRATEGIC PLAN

(2013-2017)

**Malawi Human Rights Youth Network (MHRYN),
Area 47 Sector 2 Plot 49
P.O. BOX 2353,
Lilongwe
[Tel:+265\(0\) 1 201 456/ 1 751 301](tel:+26501201456)
e-mail: mhrynsecretariate@yahoo.com**

Promoting and Consolidating the foundations of Democratic Governance and Human Rights in Malawi

TABLE OF CONTENTS

Forward	3
Preface	4
Acronyms and Abbreviations	5
A. PART I	5
Section 1: Introduction.....	5
Background.....	5
Objectives.....	6
Layout of the Strategic Plan.....	6
Rationale for Strategic Planning.....	6
Section 2: The Strategic Planning Process.....	8
PART II	10
Strategic Analysis.....	10
Section 3: The Global Context.....	10
Global Needs, Threats & Opportunities.....	10
Conclusions Drawn for MHRVN.....	10
Section 4: Environmental Analysis.....	12
SWOT Analysis.....	12
PESTEL Analysis.....	12
Conclusions Drawn for MHRVN.....	14
B. PART III	15
Section 5: Strategic Direction.....	15
Strategic Aspiration of MHRVN.....	15
Vision.....	15
Mission.....	16
Core Values.....	16
Section 6: Strategic Thematic Areas.....	17
Thematic Areas.....	17
Youth Empowerment.....	17
Health.....	18
Human Rights.....	18
Governance.....	19
Environmental Management.....	20
Section 7: Strategic Issues	21
Administration and Management.....	21
Strategic Issue 1: Resource Mobilisation.....	22
Strategic Issue 2: Human Resource Management & Development.....	22
Strategic Issue 3: Infrastructure, Equipment & Materials.....	23
Strategic Issue 4: HIV/AIDS.....	23
Programmes & Services.....	24
Strategic Issue 5: Networking.....	24
Strategic Issue 6: Advocacy.....	24
Strategic Issue 7: Promotion & Protection of Human Rights.....	25
Strategic Issue 8: Youth Mobilisation.....	25
Strategic Issue 9: Youth Empowerment.....	26
Strategic Issue 10: Environmental Management.....	27
Strategic Issue 11: Information, Communication & Technology.....	27
Strategic Issue 12: Monitoring & Evaluation.....	27
Strategic Issue 13: Research.....	28
Section 8: Critical Success Factors	29
C. PART IV	30
Section 9: Implementation Arrangements	30
Section 10: Investing in MHRVN	31
Section 11: Action Plans	32

FORWARD

Since its inception in 2001, The Malawi Human Rights Youth Network (MHRYN) has contributed tremendously to the Government's development priorities by taking an active role in spearheading various economic and social youth initiatives. The network realises that young people in Malawi, like in any other country, are obliged and prone to social, political and economic challenges.

Today young people in Malawi comprise over half of the country's population. Sadly, most fall within the vulnerable and marginalised groups such as the girl child, the poor and young women. This makes it imperative to make deliberate efforts to nurture this group. The country needs an empowered generation which is economically, politically and socially self-reliant and cognitively competent to positively contribute to the development of Malawi.

Some of the most notable challenges facing young people in Malawian today include education, unemployment, HIV/AIDS, lack of employable skills and economic instability. Various organisations in Malawi have been established to address some of these challenges complementing government efforts. However, many such organisations are working in isolation. There is lack of effective collaboration. Therefore, there is need to harmonise the efforts of these organisations to ensure focused interventions, avoiding duplication of initiatives and effective utilisation of available resources. It is against this backdrop that the role of MHRYN becomes essential in coordinating the operations of most Non-Governmental Organisations targeting the young people.

In playing its coordinating role, the Malawi Human Rights Youth Network executes its programmes through information sharing, advocacy, networking and capacity building. The network carries out demand-driven, evidence-based, inclusive and participatory initiatives. There are 42 affiliate youth NGOs in 17 districts in all the three regions in Malawi.

The Malawi Human Rights Youth Network is programming its focus on the following thematic areas for the next five years; these are Governance, Health (e.g. Reproductive and Sexual Health/HIV/AIDS), Human Rights, Environmental Management, Youth Empowerment and Research. The network regards the above as permanent for now but changes may be made if necessary following review.

The strategic plan will therefore serve as a marketing and resource mobilization tool for the network. It is therefore the belief of the network that the plan will guide the network to remain focused on its mandate in an effort to pursue its mission and fulfil its objectives. Besides, the strategic plan will also facilitate strong and effective networking, collaboration and information sharing among youth NGOs in Malawi.

Board Chairperson
MALAWI HUMAN RIGHTS YOUTH NETWORK

PREFACE

The Malawi Human Rights Youth Network having established itself as a recognized Youth Network Organization acknowledges that it needs to adapt to the dynamic global, national and local social, political and economic environment in order to meet the ever-increasing challenges of the young people. Therefore, the network strives to catalyze meaningful and effective change in young people through rights-based-approaches. This Strategic Plan embodies this attitude.

The MHRYN hopes to use this Strategic Plan to learn from past experience, chisel and streamline its activities and functions, and advance creative approaches to empowering, promoting and protecting young people in Malawi in order for them to meet their needs and aspirations.

The Strategic Plan for 2013-2017 is an exciting and innovative tool that MHRYN will use as a guide in implementing visionary initiatives and programmes for young people in Malawi. The Plan defines a new profile and vision for the organization. It unifies programme areas with a common purpose while at the same time creates an interlink between a number of different strategic issues. In its programming the MHRYN takes cognizance of the Millenium Development Goals, Malawi Growth and Development Strategies and relevant youth policies.

The strategic plan has been developed in consultation with MHRYN's stakeholders. The Network would like to acknowledge the technical, logistical and financial support provided by various Development Partners, NGOs, the Private Sector and Government especially from key Ministries.

We are especially grateful to: the Malawi Congress of Trade Union, Malawi Network of Aids Service Commission (central region office), Eye of the Child, NGO Coalition on Child Rights, Human Rights Consultative Committee, Ministry of labour, Ministry of women and Child Development, MANET+ Lilongwe, District Social welfare office, Ministry of Education, NAPHAM (central region office), MANARELLA, National Youth Council of Malawi and other partners who took a central part in developing the strategic plan.

The Malawi Human Rights Youth Network welcomes the Strategic Plan as a key planning and monitoring tool that will help Malawi Human Rights Youth Network maintain the cutting edge in contributing towards youth development in Malawi.

National Coordinator
MALAWI HUMAN RIGHTS YOUTH NETWORK

Acronyms and Abbreviations

ADCs	Area Development Committees
AIDS	Acquired Immunodeficiency Syndrome
AU	African Union
CBOs	Community Based Organisations
CCL	Children in Conflict with the Law
CCPC	Community Child Protection Committees
CSF	Critical Success Factors
DECs	District Executive Committees
EU	European Union
HIV	Human Immunodeficiency Virus
ICT	Information and Communication Technology
IECP	Information Education and Communication Policy
IECM	Information Education and Communication Materials
ILO	International Labour Organisation
MANASO	Malawi Network of Aids Service Organisation
MANET	Malawi Aids Network
MoY	Ministry of Youth
MYC	Malawi Youth Council
M&E	Monitoring and Evaluation
MDGs	Millennium Development Goals
MGDS	Malawi Growth and Development Strategy
MHRYN	Malawi Human Rights Youth Network
PESTEL	Political Economic Social Technological Environmental Legal
PLWA	People Living With Aids
SADC	Southern African Development Cooperation
UNICEF	United Nations International Children's Emergency Fund
UN	United Nations

PART I

INTRODUCTION

SECTION 1

1.0 BACKGROUND

Malawi Human Rights Youth Network (MHRYN) was founded in May, 2001 to support youths through youth organizations in Malawi. The support is mainly demand driven and is provided in different areas of youth activities and interest. The organization is registered under the trustee's incorporation Act (1962). It is also registered with the National Youth Council of Malawi.

The Malawi Human Rights Youth Network has a governance board of seven members selected from high profile citizens in the Malawian society. The tenure of the office for the board is two years afterwards four new board members are appointed while retaining three old ones. Below the board, is the secretariat that coordinates MHRYN member institutions.

Malawi Human Rights Youth Network realizes that long term change among the youth cannot be realized without the involvement of strategic partners and major players and that is why it works with Government, traditional leaders as well as existing local governance structures and other participating structures as implementing partners at grassroots level.

In order to realize the above change MHRYN has focused on strategic interventions in thematic areas such as Human Rights, Governance, Research, Youth Empowerment, Health and Environmental Management.

MHRYN commenced implementation of its activities in October 2001 and has active membership in 17 districts throughout the country. Presently, there are 40 community based youth organizations affiliated to MHRYN throughout the three regions in the country. Besides its affiliates, the major local structures that MHRYN works with are District Executive Committees (DECs), Area Development Committees (ADCs) and Village

1.1 PRIMARY GOALS

MHRYNs first primary goal in revising its strategic plan is to enable it to re-align its long term direction, priotise its programs and re-orient its approach towards implementation of activities.

The second primary goal is to create a conducive environment that would enable MHRYN provide support to the youth that responds to their dynamic demands and interests while at the same time moving towards financial self sustainability.

1.2 OBJECTIVES

The Strategic Plan stipulates three notable objectives which are:

- i. to examine Malawi Human Rights Youth Network's current situation, and assesses both the internal and external environments within which the network operates;
- ii. to highlight those areas in which the Malawi Human Rights Youth Network will be involved in the future. By creating a common vision, staff members will be aware of the goals, purposes and aims that the network is striving to achieve. This will inspire unity and a sense of purpose in the staff members. It will also encourage openness, team spirit, transparency and individual participation and;
- iii. to re-align Malawi Human Rights Youth Network ultimate commitment to promoting the human rights and youth participation. By analyzing past practice, the network can learn from past experience and develop goals and strategies that will enhance both its efficiency and effectiveness. This process of re-evaluation and planning will streamline Malawi Human Rights Youth Network, and hopefully donors will be more receptive to supporting the organization's initiatives.

1.3 LAYOUT OF THE STRATEGIC PLAN

The strategic plan has been divided into the following different parts:

This document is arranged in four parts: PART I examines the present context in which Malawi Human Rights Youth Network finds itself; Part II makes a strategic analysis of Malawi Human Rights Youth Network internal and external environment; Part III addresses Malawi Human Rights Youth Network strategic framework and direction and; Finally, Part iv considers implementation of the Strategic Plan.

1.4 RATIONALE FOR STRATEGIC PLANNING

The need to develop Malawi Human Rights Youth Network Strategic Plan was necessitated by several factors: (i) In the first place, there was an urgent need to gain direction as to where Malawi Human Rights Youth Network should focus its areas of intervention, and ascertain the types of programmes and activities it should involve itself in. (ii) Secondly, the need existed to think proactively and adapt to the ever-changing human rights environment in Malawi. (iii) Finally, in order to be an effective agent for change, Malawi Human Rights Youth Network needed to recommit itself to its pledge to work for the best interests of the Youth NGOs in a manner that is efficient, streamlined and goal-orientated.

Against the above justifications, the rationale for strategic planning therefore revolves around the following factors: (i) The desire to have a long term direction for the organization; (ii) The desire to determine the scope of the organization's activities; (iii) The

quest for strategic fit and; (iv) The need to chisel the values and expectations of those (individuals, groups and organizations) who have power in and around Malawi Human Rights Youth Network.

SECTION 2

2.0 STRATEGIC PLANNING PROCESS

The strategic planning process involved a sequence of analytical and evaluative procedures to formulate Malawi Human Rights Youth Network Strategic Plan which was premised on addressing four main questions. These questions are: One, where are we now? Two, where do we want to be? Three, how do we get there? Finally, how do we track and measure our progress?

The whole process of developing this Strategic Plan was participatory and included meetings with stakeholders outlined in Appendix 1. In order to address question one, an in-depth examination of the “Global Context” was conducted to examine and identify the needs, threats and opportunities at that level as described in PART II: Section 3. This was complemented by an “Environmental Scanning” which had two perspectives, SWOT and PESTEL analyses as indicated in PART II: 4. Thus strengths, weaknesses, opportunities and threats for MHRYN surfaced under SWOT analysis while PESTEL analysis focused on the political, economic, social, and technological, ecological and legal changes in the environment in which MHRYN is operating that are impacting on the various youth initiatives.

‘Where do we want to be?’ was the second question that was addressed in the process. This entailed development of the organization’s Vision, Mission, Core Values and Strategic Goals and Objectives.

Development of Action Plans and Critical Success Factors were the results of addressing the third question - getting where Malawi Human Rights Youth Network wants to be.

Finally, addressing ‘how do we track and measure our progress?’ culminated in the establishment of institutional arrangements to track and review progress. Also, work plans were developed to spell out activities to be implemented

The primary objective of such exercises was to get impressions from stakeholders about MHRYN’s current performance and their future expectations. It was important to go through these exercises using participatory methods in order to create ownership of the outputs among the various stakeholders.

Consultants also conducted extensive literature review. Among the critical documents that were reviewed include the Millennium Development Goals (MDGs), Malawi Growth and Development Strategy (MGDS), The Malawi Constitutions, The Malawi Youth Policy, Health Policy, National AIDS Commission HIV/AIDS Strategy, Environmental Policy, MHRYN Constitution and those of its affiliate members. The literature review enabled consultants to synthesize emerging issues relating to MHRYN in consonance with the findings of SWOT and PESTEL analyses.

After these exercises, the consultant further engaged MHRYN staff and MHRYN Board Members to clarify some of the emerging strategic issues. Finally, a session with affiliate youth organizations was held by the consultants. Major areas critical to the strategic plan were then

presented and adopted for inclusion into the Strategic Plan document which was finally compiled by the Consultant and submitted to MHRYN through the Acting National Coordinator.

PART II STRATEGIC ANALYSIS

SECTION 3

3.0 GLOBAL CONTEXT

3.1 GLOBAL NEEDS, THREATS AND OPPORTUNITIES

In developing the strategic plan, it was considered imperative that the contextual setting must be understood to determine the global impact on MHRYN and how it (MHRYN) can strategically respond to the needs and interests of the youths it serves. The global needs, threats and opportunities were brainstormed and summarized as highlighted in the table below:

Global Needs	Global Threats	Global Opportunities
.Youth Empowerment (social, Economic, political)	.Increased levels of illiteracy	. Availability of world and regional groups e.g. EU , AU,UN , SADC, African charter
.Education and Training	.Natural disasters	.Increasing consciousness on environmental care
.Good governance	.Climate change	.Emphasis on good governance and democratization
.Security	.Corruption	.Continued donor commitment and targeted support
.Empowering infrastructure and Technology	.Poverty	.Availability of specific instruments on women and children
.Gender equality and equity	.Insecurity	
.Child protection	.Economic crisis	
.HIV/AIDS prevention	.Environmental degradation	
.Population Growth Stability	.Gender insensitivity	
	.Increase in numbers of HIV infections	
	.Child abuse	
	.Uncontrolled population growth	

3.2 CONCLUSIONS DRAWN FOR MHRYN

MHRYN cannot operate in a vacuum. What happens at the global level will impact on MHRYN's long-term direction. MHRYN therefore, has to develop capacity and a flexible strategy for responding to the global needs and threats by taking advantage of the unfolding

opportunities and constantly reviewing its performance. More than ever before, MHRYN is expected to respond to the global needs and threats through training, infrastructure development and expansive networking to ensure improved service delivery, empowerment and prosperity for the young people in Malawi.

SECTION 4

4.0 ENVIRONMENTAL ANALYSIS

4.1 SWOT ANALYSES

The internal and external situational analysis of Malawi Human Rights Youth Network reveals several strengths, weaknesses, opportunities and threats involving Malawi Human Rights Youth Network service provision. The SWOT analysis of MHRYN has revealed the following:

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> .Legal basis .Committed leadership .Skills and training .Affiliates in most districts throughout the country .Non partisan orientation .Capacity to use available resources to achieve results .Conducive work environment .Staff with skills and training in various fields .Organizational structure .Team spirit 	<ul style="list-style-type: none"> .Lack of updated systems e.g M&E and Accounting systems .Uncompetitive terms and conditions of services .Inadequate resources e.g. financial resources to provide services .No clear and prioritised programs .Small organization tackling a big challenge at national level .Unclear mission, vision , goals and values .Inadequate communication equipment .Lack of visibly .Weak networking with affiliates .Lack of mechanism for sustainability 	<ul style="list-style-type: none"> .Existence of youth projects in different districts for learning .Government recognition and support .Availability of donor support .Supportive volunteer base .Supportive legal services .Availability of stakeholders to network and collaborate with advancements 	<ul style="list-style-type: none"> .Change of government .Change in donor policies .Change in youth policies .Rigid donor conditions .Oppressive beliefs and cultural practices .Increased illiteracy levels .Child abuse .Human trafficking .Violence against women .Poverty .Lack of political will

4.2 PESTEL ANALYSIS

The situation analysis affecting MHRYN also exposes some political, economic, sociological, technological, ecological and legal factors to which the network is susceptible as tabulated below:

Political	Economic	Sociological	Technological	Ecological	Legal
<ul style="list-style-type: none"> •Change of government •Lack of political will to support youth initiatives •Change in policies •Poor governance (strikes and corruption) •Political conflicts related to democracy 	<ul style="list-style-type: none"> • Globalization •Donor Dependency •Inadequate funding for projects •Inflation affecting implementation of activities •The role of the private sector in economic development •Government economic policies •Donor dependency •Levels of employment 	<ul style="list-style-type: none"> •Large percentage of youth population •Rapid population growth •Illiteracy levels •Rural/ urban migration (urbanization) •HIV/AIDS pandemic •Diverse cultural values 	<ul style="list-style-type: none"> •Levels of ICT investments • Increasing trends in technological advancement •Challenges among youth in accessing & adapting new technologies 	<ul style="list-style-type: none"> •Climate changes •Environmental degradation/ pollution 	<ul style="list-style-type: none"> •International conventions and legislation •Government legislation

4.3 CONCLUSIONS DRAWN FOR MHRYN

As indicated earlier in the SWOT analysis, through the PESTEL analysis, it is clear that MHRYN is confronted with many factors/problems that are inhibiting it from providing quality demand-driven services to the young people. Consequentially, the strategic (long-term) direction of MHRYN has been established in Section 5 and strategic focus areas have been highlighted in Section 6.

PART III

STRATEGIC FRAMEWORK AND DIRECTION

SECTION 5

5.0 STRATEGIC ASPIRATIONS OF MHRYN

Based on the internal and external environmental analyses (SWOT and PESTEL analyses) a number of issues and challenges were identified during this stage, as listed under Section 4 in Part 2 above. Based on this information, a list of the key issues/challenges that would be addressed in the strategic plan was drawn. As indicated in, MHRYN has defined what it intends to achieve in the short, medium and long terms as it implements this Strategic Plan. These aspirations reflect the priority areas that MHRYN should focus on if it is to realize its vision and mission.

However, in order to accomplish Malawi Human Rights Youth Network's Vision and Mission in the most efficient and effective manner, there is need to translate the priority issues/challenges into specific goals and objectives which Malawi Human Rights Youth Network would pursue over the next five years.

These goals broadly direct the paths that MYRYN will take, while objectives articulate the specific results MHRYN wants to accomplish and how it will achieve them.

Thus, the planning framework for Malawi Human Rights Youth Network Strategic Plan is based on three key strategic goals. These areas comprise significant issues/challenges and opportunities that Malawi Human Rights Youth Network will address over the next three years beginning 2013.

In view of the above, MHRYN's short, medium and long term strategic goals are to:

- i. improve the quality of services it renders to the youth;
- ii. achieve harmony between youth and development programmes and;
- iii. build strong partnerships with other service providers locally and internationally

5.1 VISION

Malawi Human Rights Youth Network's vision is to:

“Create an environment where youths are empowered and participate in issues that affect them and are able to contribute towards the development of Malawi”.

5.2 MISSION STATEMENT

Human Rights Youth Network's mission is:

"To be a leading institution in uniting and promoting human rights youth NGOs in Malawi to be empowered through capacity building, coordinating and implementing initiatives".

5.3 CORE VALUES

Following consultations with its affiliates MHRYN has resolved to be guided and uphold the following core values:

Integrity—MHRYN is committed to the highest professional standards and values honesty, fairness, transparency and accountability in all its internal and external relationships and communications.

Empowerment—MHRYN promotes the realization of an enlightened youth which thoughtfully participates and contributes to issues which affect them.

Creativity—MHRYN is open to new learning, reflective and diverse thinking and evidence-based generation and use of knowledge.

Cooperation—MHRYN values collaboration, partnership, networking, collective wisdom and knowledge.

Rights based—MHRYN promotes and protects the rights and meaningful participation of the marginalized/vulnerable groups such as the youth, the poor, sexual minorities, young women and children in the society.

Inclusiveness—MHRYN values the meaningful participation and contribution of young women and men, girls and boys as well as the poor and marginalized groups in society towards national development.

SECTION 6

6.0 THEMATIC AREAS

6.1 THE ROLE OF THE MHRYN IN SOCIO-ECONOMIC DEVELOPMENT OF MALAWI

Malawi Human Rights Youth Network has an important role to play in the socio-economic development of Malawi. Through lobbying, advocating and implementing projects centered round the welfare of young people, socio-economic development is enhanced. Specifically, by promoting the rights of the vulnerable and marginalized young people such as the right to health, nutrition, housing, water and education this can facilitate socio-economic development and the cycle of poverty can be broken. Malawi Human Rights Youth Network has an instrumental role to play in equipping the young people and duty bearers with knowledge of these rights, and providing a platform upon which concerns may be raised.

6.2 YOUTH EMPOWERMENT

The MHRYN has an integral role to play in youth development and services. The network fulfils this role through:

- **Capacity Building**
MHRYN conducts capacity building to the youth and youth NGOs on selected youth development programmes and policies. The network engages the youth NGOs leadership in trainings, mentorships, exchange programmes, internships and attachment to enhance their capacity for them to effectively embark on programmes that can uplift the lives of young people in the rural and urban areas.
- **Advocacy**
The network speaks on behalf of the youth NGOs in Malawi on issues of human rights, governance and other social economic development. The network join forces with other partners and stakeholder in youth development issues namely the National Youth Council of Malawi (MYC). The Ministry of Youth (MoY) and other local and international NGOs to advocate for policies and issues concerning youth at national level.
- **Networking**
The network has a role of coordinating and uniting the youth NGOs in Malawi to work together and harness their efforts towards alleviating the plight of youth in Malawi. MHRYN facilitates joint programs by youth NGOs. It also facilitates formation of youth district networks on human rights issues and link youth NGOs to local and international volunteer and resource providing organizations.

6.3 HEALTH

THE ROLE OF MHRYN IN HIV/AIDS

- **Advocacy**
Youth NGOs coordinates the youth associations for marginalized groups including establishing and empowerment of associations of young people living with HIV and AIDS. The network lobby government and other stakeholders in health programs on the special needs for youth and youth organisation working in the area of HIV and AIDS either on prevention, care and support as well as impact mitigation. The network sits in national advocacy forums on HIV and AIDS programmes namely Global Fund Proposal Development Committee, MANASO regional and national committees and works as a central partner of MANET Plus, MACRO and National Association of People Living with Aids (NAPHAM)
- **Capacity Building**
MHRYN conducts tailor made capacity building programmes for the member youth NGOs in issues of HIV and Aids prevention, care and support, advocacy and impact mitigation. The organisation also facilitates formation of PLWAs for youth in districts. The network links the youth NGOs to stakeholders and partners in HIV and Aids especially those targeting young people. The network also implements prevention programmes targeting the most vulnerable young groups of people and those at high risk in rural, lake side and urban areas.

6.4 HUMAN RIGHTS

THE ROLE OF MHRYN IN CHILD PROTECTION AND CARE

- **Service delivery**
The network focus on strengthening community structures that address and protect the children from all sorts of abuses. The network through its membership establishes Community Child Protection Committee(CCPC) and in school human rights clubs that tackles primary cases of child abuse. The network works plan, UNICEF and ILO in promoting the Convention of the Rights of Child through community sensitisation, capacity building for the community and school club, and economic support to child labour prone or vulnerable families. The network also trains right holders and custodians of the children in child rights protection. The network establishes structures of child protection at community level namely; community temporary victim support unit and toll free lines for child abuse cases reporting, the network sensitises and empowers local leaders and community members on child abuse surveillance. The network withdraws and repatriates child labours in homes and estates in selected districts.
- **Advocacy**
The network advocates for the promotion and upholding of the rights of the Malawian child within the laws and policies of Malawi. The network whistle blows cases of child abuse and facilitates redress of grave child abuse cases in Malawi. The network joins hands with Plan Malawi, UNICEF and ILO on promoting policies that are in line with protection of the rights of a child as stipulated in Malawi constitution, labour act, and

International conventions including the CRC. The network also promote the rights of Children In Conflict with the Law (CCL) and advocates for juvenile justice at all levels.

6.5 GOVERNANCE

The Malawi Human Rights Youth Network has an essential role to play in promoting good governance.

ENSURING ACCOUNTABILITY AND TRANSPARENCY

Being an umbrella institution representing various human rights nongovernmental human rights youth organizations in the country, the network has the mandate to advocate for respect and promotion for human rights and freedom through initiatives aimed at ensuring accountability and transparency in government.

MHRYN also advocates for free and fair elections by joining other stakeholders in providing voter civic education, educating the youth on their rights, freedoms and responsibilities. The network also encourages youth to participate in the in the electoral process.

The network also has the mandate to investigate, expose and condemn acts of injustice and corruption by the government and other stakeholders in order to promote good management of public resources.

6.6 ENVIRONMENTAL MANAGEMENT

The MHRYN aims to facilitate the restoration, maintenance and enhancement of ecosystems and ecological processes essential for the functioning of biosphere and prudent use of renewable resources. In addition to that it also aims to prevent environmental degradation as well as promote sustainable utilization and management of the country's natural resources and encourage, where appropriate long term self sufficiency in food, fuel wood and other energy requirements. In fulfilling the above, the network will carry out initiatives in natural resources conservation and waste management.

SECTION 7

7.1 STRATEGIC ISSUES

In order to implement this Strategic Plan, MHRYN has come up with strategic issues as well as goals to be achieved and implementation strategies in line with the Malawi Growth and Development Strategy (MGDS) as follows:

- A. Administration and Management
 1. Resource Mobilization
 2. Human Resource Mobilization and Management
 3. Adequate infrastructure/equipment
 4. HIV/AIDS Pandemic

- B. Programs and Services
 5. Networking
 6. Advocacy
 7. Promotion and protection of human rights
 8. Community Mobilization
 9. Youth empowerment
 10. Environmental Management
 11. Information and communication technologies
 12. Monitoring and Evaluation

7.1 ADMINISTRATION AND MANAGEMENT

7.1.1 STRATEGIC ISSUE 1: Resource Mobilisation

GOAL: To be financially self-reliant

Objectives	Strategies	Desired outcome
<ul style="list-style-type: none"> • To increase our financial resources base and raise adequate funds 	<ul style="list-style-type: none"> • Network with prospective donors • Develop and submit proposals to donors • Hire out assets • Construction of office building, complex • Let out office space • Conducting research • Conducting consultancies 	<ul style="list-style-type: none"> • Increase in the flow donor funds • Proposals funded • Revenue realized from assets hired • Revenue realized from letting out office space • Office complex operational • Revenue realized form research • Revenue realized from consultancies
<ul style="list-style-type: none"> • To improve financial management systems 	<ul style="list-style-type: none"> • Strengthen financial controls 	<ul style="list-style-type: none"> • Financial prudence

	<ul style="list-style-type: none"> • Sourcing updated financial systems 	<ul style="list-style-type: none"> • Updated financial systems in use
--	--	--

7.1.2 STRATEGIC ISSUE 2: Human Resource Management and Development

GOAL: To have adequate and well qualified staff in line with organization structure.

Objectives	Strategies	Desired outcome
To have sufficient staff in all sections/departments in both qualitative and quantitative terms	<ul style="list-style-type: none"> • Develop and implement attractive conditions of service for MHRYN staff • Recruit adequate staff to fill vacancies • Develop and implement a comprehensive T&D Plan • Develop and implement T&D Policy • Develop and implement a Health and Safety Policy 	<ul style="list-style-type: none"> • Good and attractive Conditions of service • Improved staff morale and reduced staff turnover • Employees effectively working within their respective job descriptions • Staff getting adequate training and making significant contribution to the organization • Healthy and secure workers

7.1.3 STRATEGIC ISSUE 3: Adequate infrastructure/equipment.

GOAL: To have adequate infrastructure, equipment and materials.

Objectives	Strategies	Desired outcome
------------	------------	-----------------

To acquire adequate infrastructure, equipment and materials.	<ul style="list-style-type: none"> • Develop and implement a plan or proposals for construction of office block, youth development centre and acquisition of equipment and materials. • Network with donors and lobby them to assist in the implementation of the plan 	<ul style="list-style-type: none"> • Ownership of office building and training centre in Lilongwe • Adequate equipment and materials (e.g. vehicles, computers LCD Projector and other office equipment and facilities) • Donors taking part in the implementation of the plan
--	--	---

7.1.4 STRATEGIC ISSUE 4: HIV/AIDS Pandemic

GOAL: To reduce risks and increase HIV and AIDS related services.

Objectives	Strategies	Desired outcome
<ul style="list-style-type: none"> • To increase understanding of the HIV and AIDS pandemic and other sexually transmitted diseases among staff. • To give physical and moral support to the affected and infected members and staff 	<ul style="list-style-type: none"> • Awareness campaigns in liaison with organizations doing similar work. • Support affiliate youth organisations to develop and implement an HIV and AIDS Policy. • Develop HIV and AIDS Workplace Policy for MHRYN 	<ul style="list-style-type: none"> • Behaviour change towards HIV and AIDS among affiliates and members of staff. • HIV and AIDS free workforce

7.2 PROGRAMMES AND SERVICES

7.2.1 STRATEGIC ISSUE 5: Networking

GOAL: To build effective partnership and collaboration with stakeholders

Objectives	Strategies	Desired outcome
To establish new and maintain existing relationships.	<ul style="list-style-type: none"> • Publicize the operations of MHRYN including 	<ul style="list-style-type: none"> • New relationships established and existing relationships

	<ul style="list-style-type: none"> the SP Develop and use Website Conduct regular meetings with stakeholder 	<ul style="list-style-type: none"> maintained and strengthened Support from stakeholders in cash and kind
--	--	---

7.2.2 STRATEGIC ISSUE 6: Advocacy

GOAL: To provide and build a strong voice on youth issues

Objectives	Strategies	Desired outcome
<ul style="list-style-type: none"> To empower youth in advocacy To advocate for youth on issues in which they have a stake. 	<ul style="list-style-type: none"> Developing and implementing an advocacy strategy Conduct research for evidence based advocacy Provide a platform for youth engagement 	<ul style="list-style-type: none"> Recognition of and action on the voice of the youth by duty bearers Youth friendly policies

7.2.3 STRATEGIC ISSUE 7: Promotion and protection of human rights

GOAL: To facilitate promotion and protection of human rights and freedoms among youth.

Objectives	Strategies	Desired outcome
To increase understanding of rights and responsibilities among youth and duty bearers.	<ul style="list-style-type: none"> Civic education of youth on rights and responsibilities Capacity building of youth in human rights issues 	Enjoyment of human rights and freedoms among youth and children

7.2.4 STRATEGIC ISSUE 8: Youth Mobilization

GOAL: To mobilise youth so that they should be able to identify, priotize and meet their needs and aspirations.

Objectives	Strategies	Desired outcome
To mobilize the youth to join youth NGOs, CBOs etc. in order to meaningfully participate in development initiatives.	<ul style="list-style-type: none"> • Develop standard guidelines/tools for youth mobilisation • Implement the guidelines for mobilizing youth • Establish regional and district offices • Network at local, national and international levels • Develop and implement an IEC Policy (Website, flyers, posters, calendars and bulletins) to improve Public Relations • Developing deliberate programs targeting youth • Conducting sensitization campaigns on the importance of youth participation and involvement in development initiatives 	Increase in meaningful youth participation in issues of development

7.2.5 STRATEGIC ISSUE 9: Youth Empowerment

GOAL: To empower youth to be self reliant and cognitively competent

Objectives	Strategies	Desired outcome
To empower the youth with entrepreneurial, social, political, economic and technological skills.	<ul style="list-style-type: none"> • Consolidate investment and resource mobilization targeting youth social economic empowerment. 	Empowered youths who are economically, politically and socially self reliant and positively contribute to the development of Malawi.

	<ul style="list-style-type: none"> • Advocating for mainstreaming of youth perspectives in development initiatives • Empower poor youth with financial resources and project management skills • Lobby for review and revision of policies to be youth friendly e.g. Employment Policy • Youth internship and volunteering programs 	
--	---	--

7.2.6 STRATEGIC ISSUE 10: Environmental Management

GOAL: To promote environmental sustainability.

Objectives	Strategies	Desired outcome
<ul style="list-style-type: none"> • To facilitate the restoration, maintenance and enhancement of ecosystems and ecological processes essential for the functioning of biosphere and prudent use of renewable resources • To prevent environmental degradation • To promote sustainable utilization and management of the country's natural resources and 	<ul style="list-style-type: none"> • Develop and implement an environmental management strategy e.g. in conservation of natural resources and waste management 	<ul style="list-style-type: none"> • Natural resources conserved • Sustained environment • Job creation

encourage, where appropriate long term self sufficiency in food, fuel wood and other energy requirements.		
---	--	--

7.2.7 STRATEGIC ISSUE 11: Information and Communication Technologies

GOAL: To be able to communicate to the outside world and improve the efficiency and effectiveness of MHRYN's operations

Objectives	Strategies	Desired outcome
To develop an integrated information management system	<ul style="list-style-type: none"> • Establish PR and ICT department • Establish ICT Steering Committee • Develop ICT Policy • Develop and implement ICT training programmes • Develop website 	<ul style="list-style-type: none"> • A visible MHRYN • Accessibility

7.2.8 STRATEGIC ISSUE 12: Monitoring and Evaluation

GOAL: To have relevant and accurate information that would be useful in evidence based decision making, planning and implementation of Youth interventions.

Objectives	Strategies	Desired outcome
<ul style="list-style-type: none"> • To measure the effectiveness and efficiency of the strategic plan • To establish a benchmark of standards, indicative criteria and accountability in design, implementing and monitoring of programmes and activities of MHRYN 	<ul style="list-style-type: none"> • Develop and implement monitoring and evaluation frameworks • Conduction monitoring and evaluation 	<ul style="list-style-type: none"> • An effective M & E system • Well implemented strategic plan/prgraames/activities

--	--	--

7.2.9 STRATEGIC ISSUE 13 Health

GOAL: To promote good general and sexual reproduction health among young people.

Objectives	Strategies	Desired outcome
<p>To initiate behaviour change in sexual and reproductive health among young people</p> <p>To empower young people in reproductive and health rights</p> <p>To encourage youth involvement and participation in health related initiatives</p> <p>To initiate behaviour change among duty bearers through engagement</p>	<ul style="list-style-type: none"> • Awareness campaigns and mobilization strategy • Using existing youth and policy networks to engage and educate stakeholders. • Capacity building of youth advocates and duty bearers. • Multi-media message dissemination • Education, counselling and for advocacy • Advocacy campaigns • Information sharing 	<ul style="list-style-type: none"> • Empowered youth in reproductive and health rights • Responsive duty bearers to youth health demands

7.2.10 Research

GOAL: To generate information on topical issues

Objectives	Strategies	Desired outcome
<p>To produce and disseminate evidence-based information.</p>	<ul style="list-style-type: none"> • Develop and implement research tools • Conduct research for advocacy, bargaining, education, information etc. 	<ul style="list-style-type: none"> • Youth friendly policies • Availability of evidence-based information

PART IV CRITICAL SUCCESS ISSUES

8.0 CRITICAL SUCCESS ISSUES

When implementing any plan, there is need to make assumptions as regards factors that will ensure that the plan is successfully implemented. These are called “Critical Success Factors” (CSFs).

In case of MHRYN, it recognizes that in order to successfully implement the strategic plan, the following factors in the table below should obtain:

LEADERSHIP	SERVICE DELIVERY	HUMAN RESOURCES
<ul style="list-style-type: none"> ○ Visionary ○ Mature ○ Competent ○ Dynamic ○ Open and adaptable ○ Strong ○ Assertive ○ Transparent ○ Accountable 	<ul style="list-style-type: none"> ○ Community-driven ○ Needs-driven ○ Demand-driven ○ Efficient and effective ○ Relevant and timely ○ Participatory ○ Inclusive 	<ul style="list-style-type: none"> ○ Qualified and competent ○ Results-oriented ○ Accountable ○ Motivated and proactive ○ Disciplined ○ Trustworthy ○ Courteous ○ Resilient ○ Professional
COMMUNICATION AND FEEDBACK	FINANCIAL RESOURCES	EQUIPMENT
		<ul style="list-style-type: none"> ○ Modern and updated

<ul style="list-style-type: none"> ○ Timely ○ Participatory ○ Relevant ○ Responsive 	<ul style="list-style-type: none"> ○ Sufficient ○ Prudently mobilized ○ Well managed 	<ul style="list-style-type: none"> ○ Reliable and durable ○ Serviceable ○ Standardized
CONDITIONS OF SERVICE	ORGANISATION STRUCTURE	
<ul style="list-style-type: none"> ○ Attractive ○ Fair 	<ul style="list-style-type: none"> ○ Appropriate and cost-effective ○ Responsive/flexible 	

For these critical success factors to flourish in the course of implementing this strategic plan, the National Coordinator of MHRYN shall provide the overall leadership and champion the mobilisation and provision of necessary resources for the effective implementation of the action plans.

SECTION 9

9.0 IMPLEMENTATION ARRANGEMENT

9.1 STRATEGIC PLAN IMPLEMENTATION

This Strategic Plan will remain a pipe-dream if steps are not taken to ensure its proper implementation. MHRYN needs to put in place comprehensive strategies for implementing the Strategic Plan so that it may attain the intended objectives of changing its image and performance in the delivery of services. The rest of this section outlines important strategies that would assist in the implementation of this Strategic Plan.

9.2 IMPLEMENTATION RESPONSIBILITY

In order for the Strategic Plan to be implemented according to the work-plan, there is need to appoint an Implementation Committee which will have the mandate of overseeing that the plan is being implemented. In this regard, management should designate/appoint a Strategic Plan Implementation Steering Committee whose membership shall be as follows:-

- Board Chairman
- Patron
- National Coordinator
- Two Board Members
- Programme Coordinator

9.3 TERMS OF REFERENCE FOR THE COMMITTEE

The Committee's terms of reference include, but are not limited to, the following:

- Receive and examine periodical (monthly and quarterly) progress reports on the implementation of the Strategic Plan

- Ensure that quarterly departmental progress reports on implementation of the Strategic Plan are submitted to MHRYN.
- Keep the momentum of the spirit of the Strategic Plan
- Plan for the annual reviews of the Strategic Plan.
- Monitor and evaluate the progress of the implementation of the Strategic Plan
- Produce progress and valuation reports to the Board

9.4 PUBLICITY OF THE STRATEGIC PLAN

MHRYN needs to mobilize support from all stakeholders by publicizing the Strategic Plan. In order to publicize the Strategic Plan, MHRYN shall:

- Present the strategic plan to the Board for approval
- Print one hundred copies for distribution to internal and external stakeholders

- Develop posters and leaflets highlighting the vision, mission, core values and aspirations of MHRYN
- Organize a launching ceremony to be presided over by the appropriate Minister
- Organize orientation workshops for members of staff
- Organize a conference and visits to brief donors and affiliates about the Strategic Plan
- Organize a conference with key stakeholders in order to agree on their role in the Strategic Plan

9.5 RESOURCES FOR IMPLEMENTING THE STRATEGIC PLAN

Financial resources are one factor that can easily jeopardize the implementation of this Strategic Plan. To address this problem, MHRYN will base its budgets for the next five years on the priorities reflected in this Strategic Plan. Development partners and private sector will be asked to assist in providing additional funding for the implementation of the Strategic Plan.

9.6 CHANGE MANAGEMENT

It is common that well conceived plans can be derailed. To guard against such developments, the steering committee will also be given the responsibility of change management. To manage the change, focus will be given on the areas listed below:

- Resistance to change by Board members, Management and Staff
- Loss of momentum in the Spirit of the Strategic Plan
- Misconceptions about the intentions of the Strategic Plan
- Lack of behavioural and attitudinal change
- Fear of losing control by managers
- Continued lack of trust between Board Members, Management and Staff

9.7 CONTINUED FACILITATION

The dynamics at MHRYN may necessitate external facilitation to ensure smooth implementation of the strategic plan. Where necessary, MHRYN will engage an external consultant to assist and support in the implementation of the Strategic Plan.

SECTION 10

INVESTING IN MHRYN

10.1 REASONS FOR INVESTING IN MHRYN

- MHRYN is registered in Malawi with Malawi Government, CONGOMA, NGO Board and National Youth Council
- MHRYN is well organized and fully supported by Malawi Government
- MHRYN's accounts are externally audited annually and internal auditing mechanisms are in place
- MHRYN is well known for effectively using resources to produce tangible results
- MHRYN is fully supported by the communities
- MHRYN has grassroots structures that are well organized
- MHRYN is a globally recognized Non-Governmental Organisation

10.2 WAYS TO INVEST

(a) Financial Resources to support different projects

(b) Commodity Aid

- Office/Communication equipment
- Vehicles
- Furniture
- Training equipment

(c) Capital Investments: Construction of office building

(d) Land for development activities

(c) Human Resource Capacity Building

- Provision of scholarships to members of staff
- Sponsoring workshops and short courses for the staff of MHRYN
- Attachment of staff (volunteers)
- Internship and staff exchange programmes
- Study tours

SECTION 11

ACTION PLANS

11.0 ACTION PLAN 1.0