



STRATEGIC PLAN

2023 -2028



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FOREWORD



HE/R Liberty's strategic plan 2023- 2028 is a document informed by our lived experiences in addressing the Social, political and economic issues relating Meaningful youth participation .

The national youth policy 2022 which has brought about significant changes in the Youth engagement and empowerment in the country, has been a key driver in forming the shape and direction of this strategic plan.

Our strategic plan 2017-2022 focused on addressing Social and ethical issues raised by Young people and promoting the use of a right-based approach in advocating for SRHR.

In the current strategic plan we have expanded our focus to include the realization of the meaningful youth participation while building on the existing success of HE/R Liberty's. This has seen us adopt a new vision and mission in line with our new strategic direction. We have adopted four thematic areas namely; Health and Well-being, Governance for Development, Education and Economic Empowerment.

The changing donor funding landscape has also been key in persuading HE/R Liberty to realign its new strategy at the national, regional and global area matters relating to the right to health. With this new strategic direction we expect HE/R Liberty to advocate for the national youth policy and in other regional and global instruments and frameworks. This will be achieved through monitoring laws and policies to ensure they incorporate human rights principles; empowering communities to know their rights and claim them; facilitating access to justice for those who have faced human rights violations; building partnerships with other stakeholders at all levels to ensure delivery of our mandate and that we have a strong and effective institution that efficiently delivers on the mandate of HE/R Liberty. I would like to sincerely acknowledge HE/R Liberty's stakeholders including the board members, staff, partners- whose views were crucial in the formation of this strategy.

Daphne Gadama
BOARD CHAIRPERSON

1. ORGANISATION BACKGROUND

HE/R Liberty is a Youth-Led non-profit organization incorporated under section 23 of the Malawi Companies Act 2016. It was originally established in Namibia in the year of 2012, by three young women activists striving for a community of empowered women living with respect, self-worth and dignity: Tikhala Itaye, Tanya Daringo and Paskaline Ngunaihe. Tikhala Itaye is a Malawian, who moved back to Malawi July 2016 and had established HE/R Liberty in Malawi. Tikhala is currently a member of the Board of Trustees for HE/R Liberty along with 5 other members to form 6 Member governing the organization. HE/R Liberty is managed by an Executive Director who reports to the Board of Trustees. The Executive Director with two members of senior management (Programmes Manager and Finance Manager) oversee the day-to-day operations of the organization.

HE/R Liberty has registered tremendous progress in the last five years, particularly in becoming one of the visible youth-led organization represented at national and international forums, in advancing adolescent and youth empowerment agenda, through partnership and support from Sonke Gender Justice, USAID, UNESCO, PMNCH, UNAIDS and Action Aid. However, during the 2017 - 2022 Strategic Plan period, HE/R Liberty experienced a number of challenges including the ever-changing socio-economic, devaluation, the COVID-19 pandemic, change in senior management which has constrained the development of the organization including difficulty of mobilizing resources to intensively undertake its programmes. The organization capacity for HE/R Liberty is still nascent which necessitates strategic shift to more structured operations.

This five (5) year Strategic Plan covers the period of 2023 - 2028 and marks the drive towards significant milestone in the life of the organization. The strategic objectives for the period are built on HE/R Liberty's areas of comparative advantage including what the organization has learnt and achieved in the past.



Significantly, the Strategic Plan is developed at a time when the organization seeks to maintain its uniqueness empowering girls and young women holding at the core the notion that putting the "He" in HE/R Liberty ensuring that both boys and girls are engage equally and actively. The issues affecting girls cannot be looked at in isolation. HE/R Liberty, looking at "His" and "Her" as social catalysts for change and positive stimulants in their society and various communities. HE/R Liberty commits to work in Malawi to enable young people to fulfil the potential as well as advancing gender equality and equity. The second strategic plan (2023 - 2028) seeks to direct HE/R Liberty's focus on transforming young people to be self-reliant and fully aware of their ability to influence their societies.

2. ANALYSIS OF OPERATING ENVIRONMENT AND CONTEXT OF HE/R LIBERTY STRATEGIC PLAN

HEALTH STATUS AND HEALTH SEEKING BEHAVIOR

In Malawi, adolescents and youth face a range of health challenges, including HIV/AIDS, malaria, and other infectious diseases. The country also has high rates of maternal mortality and morbidity, with adolescent girls and young women at particularly high risk. Malnutrition and poor access to healthcare are also significant health challenges for this population. Many factors influence health seeking behavior among adolescents and youth in Malawi, including social norms, cultural beliefs, and access to healthcare services. In some cases, adolescents and youth may delay seeking care due to stigma or a lack of awareness about available services. In addition, access to healthcare can be limited in rural or remote areas, where transportation and infrastructure may be inadequate.

CHILD MARRIAGES, SEXUAL DEBUT AND TEENAGE PREGNANCIES

Child marriages are prevalent, with approximately one in two girls married before the age of 18, according to UNICEF. Child marriage has significant consequences for adolescent girls, including increased risk of complications during pregnancy and childbirth, limited access to education, and increased risk of violence and abuse. Early sexual debut is also a significant challenge for adolescents in Malawi, with many young people engaging in sexual activity before the age of 18. Factors contributing to early sexual activity among adolescents include limited access to sexual and reproductive health information and services, cultural beliefs, poverty, and peer pressure. According to UNICEF, Malawi has one of the highest rates of teenage pregnancies in the world, with approximately 29% of adolescent girls becoming pregnant by the age of 18 according to Demographic and

Health Survey 2015/2016. Teenage pregnancies can have significant health consequences for both the mother and child, including increased risk of complications during pregnancy and childbirth, higher infant mortality rates, and limited access to education and economic opportunities for adolescent mothers.

GENDER BASED VIOLENCE

Violence against girls in Malawi is a significant issue, with many girls experiencing various forms of violence, including sexual abuse, physical abuse, and emotional abuse. According to a 2013 national survey conducted by the Malawi government, approximately 42% of women and girls in Malawi have experienced some form of sexual violence in their lifetime. Girls in Malawi also face high levels of physical violence. 37% of women and girls in Malawi have experienced physical violence at some point in their lives. Emotional abuse, such as verbal abuse or humiliation, is also a common form of violence against girls in Malawi. The 2013 survey found that 27% of women and girls in Malawi have experienced emotional abuse. Girls with disabilities are at particular risk of violence and abuse.

According to the United Nations, girls with disabilities in Malawi are three times more likely to experience sexual violence than girls without disabilities. Violence against girls often goes unreported or unaddressed. 8% of women and girls who had experienced sexual violence had reported it to the police or sought medical care. There is need for increasing awareness about the harmful effects of violence, and providing support services to survivors of violence and community-based programs that engage with parents, religious leaders, and traditional authorities have been implemented to change social norms that perpetuate violence against girls.

HIV/AIDS

According to UNAIDS, Malawi has one of the highest HIV prevalence rates in the world, with an estimated 8.1% of adults aged 15-49 living with HIV in 2020. Adolescent girls and young women aged 15-24 are particularly affected by HIV/AIDS in Malawi. In 2020, the HIV prevalence rate among AGYW in Malawi was estimated to be 8.5%, compared to 4.3% among young men in the same age group. Efforts to address HIV/AIDS among AGYW in Malawi include implementing comprehensive sexual and reproductive health education, expanding access to HIV testing and treatment services, and promoting gender equality and women's empowerment.

KEEPING GIRLS SAFE IN SCHOOLS

Ensuring the safety of girls in school is crucial to their educational attainment and overall well-being. In Malawi, girls face many challenges in accessing and staying in school, including poverty, child marriage, and gender-based violence. According to the UN, the primary school completion rate for girls in Malawi is only 63%, compared to 72% for boys. Girls are often subjected to physical violence and emotional abuse in school settings.

MENTAL HEALTH

Mental health is an important issue affecting youth worldwide, and Malawi is no exception. According to a study published in the Journal of Child and Adolescent Mental Health, the prevalence of mental health disorders among adolescents in Malawi is estimated to be between 10-20%. Depression is the most commonly diagnosed mental health disorder among youth in Malawi, followed by anxiety disorders. The COVID-19 pandemic has had a significant impact on the mental health of youth in Malawi, as they have experienced disruptions to their education, social isolation, and economic hardship. The stigma surrounding mental health remains a significant barrier to seeking help in Malawi. Many youth are afraid to seek help due to fear of discrimination, and there is a shortage of mental health professionals in the country.

ECONOMIC EMPOWERMENT AND UNEMPLOYMENT

Economic empowerment and unemployment among youth are significant issues in Malawi. Youth unemployment is particularly high in rural areas of Malawi, where access to education and job opportunities is limited. Promoting economic empowerment among youth in Malawi through skills development, promoting entrepreneurship and training and support for youth to start their own businesses.

POVERTY IN RURAL AREAS

Youth in rural areas are more likely to experience poverty than their urban counterparts. According to the Malawi Integrated Household Survey, the poverty rate among youth aged 15-24 years in rural areas was 62.4% in 2016, compared to 48.4% in urban areas. The high poverty rates in rural areas are linked to limited access to education and employment opportunities, as well as limited access to basic services such as health care and clean water.

INTEGRATING SRHR, POPULATION, HEALTH, ENVIRONMENT, AND CLIMATE CHANGE

SRHR, population, health, environment, and climate change issues are interconnected and initiatives have to be integrated to address these issues collectively. Promoting access to family planning and reproductive health services can help to address population growth and improve health outcome; Addressing environmental issues such as deforestation and soil erosion can improve agricultural productivity and help to reduce poverty and addressing climate change requires building resilience among communities, promoting sustainable practices, and investing in adaptation measures. Education and awareness-raising efforts can help to address issues related to SRHR, population, health, environment, and climate change.

3. PURPOSE FOR STRATEGIC PLAN AND REVIEW OF HE/R LIBERTY PERFORMANCE AND MAJOR ISSUES ARISING

The purpose of this strategic plan is threefold: First, it provides the HE/R Liberty with a renewed strategic focus over the next five years in Malawi. The strategic plan informs the organisation and partners, about the vision and mission, values and strategic direction of the organization. It defines a shared understanding of direction through which all staff, members and partners will operate. Particularly, HE/R Liberty's work will be guided by the agreed statements on future direction and defined strategic objectives, against which the organization's successes and failures will be measured.

The last five years formed the set-up phase of the organisation, adapting to magnitude of environmental changes at global level, regional level and national level, in order for the organisation to find its place which led HE/R Liberty to focus on SRHR, economic empowerment, gender equality. HE/R Liberty will continue to operate by bringing an increased emphasis evidenced-based programming, community-based, and technical support such as capacity building in systems strengthening. As an organization, we have also recognized that improved governance must be embedded at all levels in our organization. Even more, the need to strengthen capacity development of staff especially volunteers and organisational policies critical to the effectiveness of our organization. Lastly, there is recognition that only effective resource-mobilization will help HE/R Liberty to grow and expand its footprint as a youth-led organisation. During the implementation of the previous Strategic Plan 2017 - 2022, HE/R Liberty has made progress around implementing adolescent responsive health services as reflected in project reports and partnership opportunities that the organisation managed to secure, giving hope that HE/R Liberty can grow.

This plan has been developed through a consultative process that provided for active participation and contributions from Board Members, senior management and the key stakeholder groups for the organisation. The purpose of this Strategic Plan 2023 – 2028 is to re-iterate that HE/R Liberty's believes that by recognizing and factoring into our activity's opportunities and challenges in our broader environment, combined with our comparative advantage of being a youth-led organization. The Strategic Direction take on Sexual Reproductive Health and Rights, Gender Equality, Youth Development and Organisational development as key focus areas in HE/R Liberty Strategic Plan 2023 – 2028 which will emphasize linking and utilizing Innovative youth-led Models.



4. VISION, MISSION AND CORE VALUES

Mission

We exist to empower young people
with knowledge, skills, and a
supportive community that promotes
gender equality

Vision

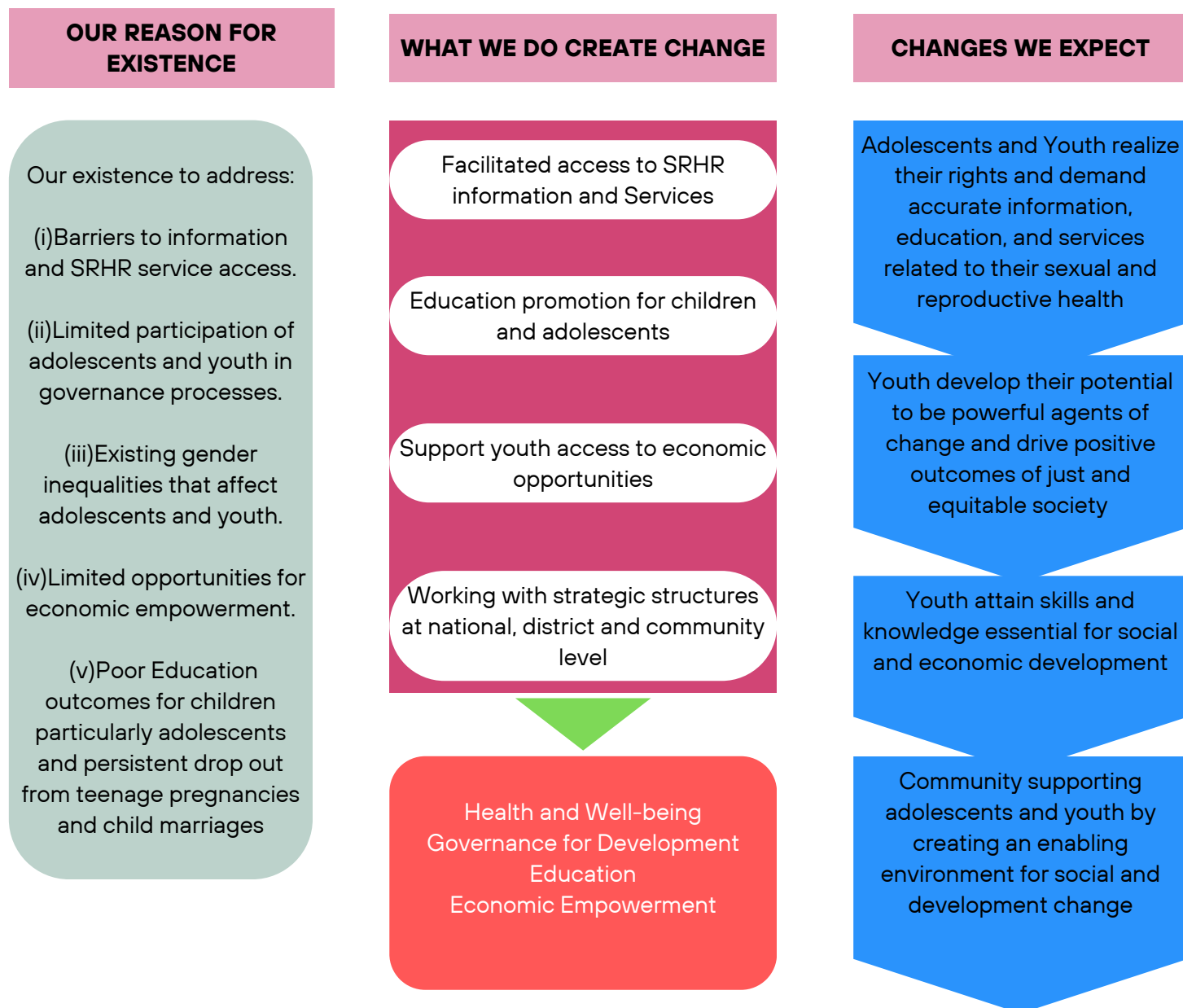
We envision safe and healthy
community where young people are
leading sustainable change

Core values

Our Core Values are:
Mutual Respect
Equity and Justice
Honesty and Transparency
Courage
Innovation

5. OUR THEORY OF CHANGE

HE/R Liberty believes that creating long-term and sustainable change is linked to promoting rights and empowering adolescents and youth. HE/R Liberty sets out to implement creative community-based initiatives benefiting adolescents and youth in relation to their sexual reproductive health, gender equality and youth development. HE/R Liberty seeks to ensure that adolescents and youth have knowledge, skills and resources for promoting their social, health and economic wellbeing.



Principles, Approaches and Core Strategies: HE/R Liberty believes that adolescents and youth can be mobilized into safe and creative spaces for broad-based outreach, mentorship and education; as such the organization will sustain these initiatives while capitalizing on strategic partnerships and capacity development as key pathways for change

6. STRATEGIC OBJECTIVES AND OUTCOMES 2022 – 2028

6.1 OUR STRATEGIC OBJECTIVES

HE/R Liberty will undertake to achieve the following four strategic objectives during the strategic plan period.

Strategic Objective 1:	Strategic Objective 2:	Strategic Objective 3:	Strategic Objective 4:
Health and Well-being - Promote holistic health and well-being among adolescents and youth	Governance - empower youth participation in decision-making and governance.	Education - Ensure equitable and quality education for adolescent and youth Development.	Economic Empowerment - Enhance economic opportunities for adolescents and youth

6.1 OUR KEY RESULT AREAS

Aligned to the four strategic objectives above, the five strategic results or pathways to change for this plan period will include:

- Successful youth-led initiatives on SRHR, Gender Equality and youth development documented and scaled up.
- Community engagements is intensified in addressing issues affecting adolescents and youth.
- Improved documentation and shared learning.
- Organizational and network strengthening.
- Robust resource mobilization.

6.2 OUR APPROACH

HE/R Liberty will adopt an adaptive programming approach throughout the Strategic Plan period in order to remain responsive to contextual changes, address emerging issues, mitigate cause/effect of adolescents and youth in promoting the rights and welfare, and empowering them to be self-reliant and productive members of their societies.

Consequently, the organization will blend this approach with the rights-based approach to the development in order to focus on championing of girls and young women including advancing gender responsive interventions during this strategic plan period. HE/R Liberty will advance Creative approach to delivering its initiative to ensure innovations and Gender Transformative Approach as key gender mainstreaming factor.

7. HE/R LIBERTY KEY OPERATIONAL RESULT AREAS

7.1 Programme Areas

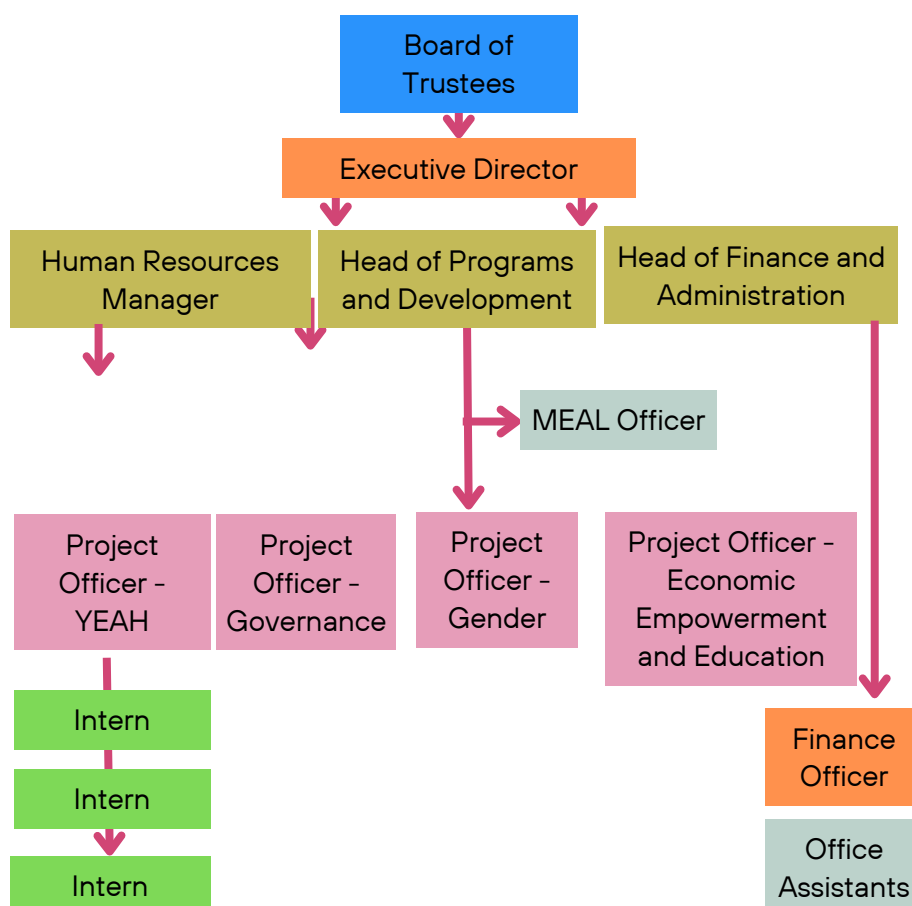
HE/R Liberty will in the next 5 years continue to mainly focus on Sexual Reproductive Health and Rights, Gender Equality, Youth Empowerment with particular attention on sexuality education, delivery of reproductive health services, protection of vulnerable girls and young females, prevention of spread of infections (STIs, HIV etc), increased enrolment, retention and completion of education by girls and young females, focus on building the capacity of girls and youth by providing them with education and training on gender equality, supporting access to resources and services, address gender-based violence by promoting awareness and prevention strategies, providing support and services to survivors to girls; challenging harmful gender norms and stereotypes; linking young people to skills development and economic opportunities.

7.2 Governance

HE/R Liberty will in the next 5 years continue to mainly focus on Sexual Reproductive Health and Rights, Gender Equality, Youth Empowerment with particular attention on sexuality education, delivery of reproductive health services, protection of vulnerable girls and young females, prevention of spread of infections (STIs, HIV etc), increased enrolment, retention and completion of education by girls and young females, focus on building the capacity of girls and youth by providing them with education and training on gender equality, supporting access to resources and services, address gender-based violence by promoting awareness and prevention strategies, providing support and services to survivors to girls; challenging harmful gender norms and stereotypes; linking young people to skills development and economic opportunities.

7.3 Organizational Structure

The structure of HE/R Liberty remains unchanged with three levels: Governance (The Board of Trustees), Senior Management, and Operations. The office of Executive Director was filled after transitioning of the founding partner, Tikhala Itaye. The Senior Management has the Executive Director, the Finance Manager who would be referred to Head of Finance and Administration and Programmes Manager who be referred as to Head of Programmes. On the operation side, HE/R Liberty would have project officers responsible for YEAH, Project Officer Governance, Project Officer Gender, Project Officer Economic Empowerment and Education, Finance Officer, Office Assistants, and supported by interns for the programmes. HE/R Liberty will maintain a flexible structure to accommodate demands of new projects which may result in the creation of positions that may be required by such projects. However, all projects will be managed and coordinated under the central leadership of HE/R Liberty.



8. PROGRAMME SUPPORT STRATEGIES

8.1 Organizational Development and Management

HE/R Liberty considers the organization development and management as critical for success in the next 5 years, this covers the process of organizing, planning, leading and controlling resources within HE/R Liberty with the overall aim of achieving its objectives. It will support improving organizations. The process will be carefully planned and implemented to benefit HE/R Liberty, its employees, funders and stakeholders. The components include human resources, performance management, administration, processes and procedures, equipment, information technology, capacity development, structure, procurement and definition of departmental roles and responsibilities.

8.2 Monitoring and Evaluation

HE/R Liberty sets out to upgrade the routine process of data collection and measurement of progress to determine the extent to which an organization (has been effectively implemented at different levels which will reinforce organizational reporting and donor reporting. HE/R Liberty will strengthen the documentation of its results including sharing of impact stories to enhance its visibility nationally and internationally.

8.2 Resource Mobilization

HE/R Liberty takes on the approach to actively and proactively solicit a range of resources using different mechanisms including proposal writing, co-application in consortiums, partnerships and maintaining current funders. HE/R Liberty will target Bilateral Agencies, Foundations, International Organization including UN Agencies. HE/R Liberty will also draw on creative fundraising and donation campaigns for domestic resource mobilization. In addition to resource mobilization, the organization will prioritize, financial accountability and transparency, financial discipline, curbing wastages and leakages and sound financial management system.



9. HE/R LIBERTY STRATEGIC PLAN FRAMEWORK

O1: Health and Well-being - Promote holistic health and well-being among adolescents and youth

Strategic Outcomes	Strategies/Activities	Indicators
Outcome 1.1 Adolescent and youth have access to accurate and age-appropriate information about sexual and reproductive health, including contraception, STI prevention, and healthy relationships	Strategy 1.1.1 Provide comprehensive sexual and reproductive health education to address the unique needs of adolescents.	% reduced rates in unintended pregnancy and STIs
	Strategy 1.1.2 Training and provision of Comprehensive Sexuality Education	
	Strategy 1.1.3 Demand creation for SRHR Services using digital technologies, YEAH! Board Games and community mobilization	
	Strategy 1.1.4 Develop peer support networks to encourage open discussions about health-related issues lifestyle choices	% of adolescents and youth with positive attitudes towards gender and sexuality with positive sexual and reproductive health behaviors
	Strategy 1.1.5 Manage boys' and girls' safe spaces for peer-led session and mentorship on healthy relationships, consent, and safe sex practices	
	Strategy 1.1.6 Collaborate with health service providers in conducting outreach SRHR Services and intensifying community-based service through YCBDAs.	
	Strategy 1.1.7 Collaborate with national stakeholders	% of adolescent and youth who receive SRHR Service by age and type of service

HE/R LIBERTY STRATEGIC PLAN FRAMEWORK

SO2: Governance - empower youth participation in decision-making and governance.

Strategic Outcomes	Strategies/Activities	Indicators
Outcome 2.1 Governance promoted through active adolescent and youth engagement	<p>Strategy 2.1.1 Create platforms for youth to engage in policy dialogues, community planning, and local governance.</p> <p>Strategy 2.1. Establish mentorship programs connecting young leaders with experienced decision-makers.</p> <p>Strategy 2.1.3 Advocate for youth representation in committees, and advisory boards, networks, technical working groups and platforms</p> <p>Strategy 2.1.4 Training of key youth leaders on governance and meaningful youth participation in key decision making structures and policy development</p>	<p># of adolescent and youth that actively participate in governance processes</p> <p># of adolescent and youth led initiatives on governance</p>

HE/R LIBERTY STRATEGIC PLAN FRAMEWORK

SO3: Education - Ensure equitable and quality education for adolescent and youth Development.

Strategic Outcomes	Strategies/Activities	Indicators
Outcome 3.1 Improved education outcomes for children and youth	<p>Strategy 3.1.1 School and community level mentorship and guidance for girls and young women in project areas such as menstrual hygiene education, HIV and reproductive health rights</p> <p>Strategy 3.1.2 Implement ECD Interventions</p>	<p># of learners engaged in SRHR, MHM and HIV sessions</p> <p># of children supported through ECD services</p>

SO4: Economic Empowerment - Enhance economic opportunities for adolescents and youth

Strategic Outcomes	Strategies/Activities	Indicators
Outcome 3.2 Improved financial literacy, employability and participation in entrepreneurship initiative for youths	<p>Strategy 3.2 Empower and train school learners & out of school youth about principles of self-sufficiency through entrepreneurship</p> <p>Strategy 3.2.2 Link youth to skills development opportunities including vocational, technical and entrepreneurship</p> <p>Strategy 3.2.3 Provide career guidance for adolescents and youth</p> <p>Strategy 3.2.4 Host youth economic empowerment initiatives and incubators</p>	<p>% of youth supported through skills development and economic empowerment initiatives</p> <p># of youth economic empowerment initiatives supported</p>

ANNEXES

Annex 1: Options for Growth, Development and Sustainability of HE/R Liberty

Strategic Area (s)	Options	Consensus
Program Scope/focus	·Maintain status quo OR ·Streamline programme scope for sharpened focus on areas of competitive edge OR Expand programme areas	The organization still at nascent stage should place its focus on making a mark by Streamline programmes focus for sharpened focus on areas of HE/R Liberty competitive edge. All activities to be organized around 4 broad programmes areas rather than expansion.
Vision and mission	·Retain the current vision and mission OR Review/revise current vision and mission statements	Review but don't lose content. The vision will be made sharper and simpler such that every staff can easily read and commit to memory and share in the vision's underlying understanding.
Core values	·Retain the current core values OR Review/revise current core values (indicate)	Retain but added on innovation
Targets and beneficiary groups	·Maintain the status quo OR ·Redefine the target groups between Adolescents; Youth; and young people OR Expand client and beneficiary groups	Review and clarify the target groups as Adolescents and Youth
Identification organization (constituent)	·Maintain the status quo OR Statically defined as as a youth-led organization	HE/R Liberty as a youth-led and youth-serving organization

ANNEXES

Annex 1: Options for Growth, Development and Sustainability of HE/R Liberty

Strategic Area (s)	Options	Consensus
Governance structure	<ul style="list-style-type: none"> Non-structured OR <ul style="list-style-type: none"> Review and expand and redefine responsibilities 	Review, expand and redefine roles and responsibilities to standardize and strengthen the operations of the board. Reconstitution where members would opt out and should ensure diversity. There has to be transitioning of the members.
Organisational Structure	<ul style="list-style-type: none"> Maintain the current organizational structure OR <ul style="list-style-type: none"> Modify and establish a new organizational structure 	Modified at the organizational structure at the top but add in positions related to M&E and Project Coordinator, Programs Assistants which will be attached to projects in addition to interns and volunteers.
Operational coverage (Geographical)	<ul style="list-style-type: none"> Restrict operations and activities to Zomba and Lilongwe with national advocacy participation OR <ul style="list-style-type: none"> Define specific district to concentrate all projects around OR <ul style="list-style-type: none"> Expand to other districts and leave open to implement anywhere 	HE/R Liberty should physical operations to specified districts with Zomba and Lilongwe as the base but geographical coverage across the country based on project catchment areas
Human Resources	<ul style="list-style-type: none"> Maintain status quo OR <ul style="list-style-type: none"> Provide staff appraisal tools and approach and ensure capacity to Supervisors in performance management 	The human resource shift should facilitate professional conduct for staff through ensuring that there is staff appraisal tools and approach coupled with capacity building for supervisors in performance management

ANNEXES

Annex 1: Options for Growth, Development and Sustainability of HE/R Liberty

Strategic Area (s)	Options	Consensus
Resource mobilisation	·Maintain status quo OR ·Review and expand current resource mobilization portfolio AND Provide capacity to staff in resource mobilization including proposal writing	Review and expand current resource mobilisation approach and portfolio and develop capacity of staff to mobilise local resources guided by Resource Mobilization Plan
Leadership transition and succession	·Maintain status quo OR Transition roles, responsibilities	Transition roles and responsibilities for the outgoing Executive Director including changes in the approval processes to ensure that the Executive Director becomes Authorizer to reduce delays in payment processes; with Board of Trustee overall oversight
Budgeting	·Maintain the status quo (budget based on grants) OR Operate by annual budget (based on organizational requirements and needs)	Operate by annual budgets and timely review by the Board of Trustee.
Monitoring and Evaluation approach	·Maintain the current practice of monitoring projects OR Strengthen the monitoring and evaluation following a plan	Strengthen the monitoring and evaluation following a plan
Organisation Name	·Maintain Status Quo Or Change the presentation of Organisational Name "HE/R Liberty" or "HE/R Liberty"	To use "HE/R Liberty" which is used on the Certificate and Bank
Organisation LOGO	·Maintain Status Quo OR Change the name on the Logo	Change the logo name to reflect "HE/R Liberty"

ANNEXES

Annex 2: HE/R Liberty SWOT Profile

Strengths	Opportunities
<ul style="list-style-type: none"> • Technical competence in areas of sexuality, SRHR and youth mobilization • Ability to remain focused on HE/R Liberty areas of competitive advantage • Commitment and passion of staff • Culture of teamwork in HE/R Liberty • Participatory approach to facilitation and community work • Ability attract fund from donors based on programme areas • Good representation in national and international forums • Good network and referral system • Ability to collaborate and network with other NGOs 	<ul style="list-style-type: none"> • Access to the use of social media and technology • Interest and willingness networks and collaborate • Conducive operational and enabling environment with space for youth-led organisation • Prevalence of the issues being addressed by HE/R Liberty and other partners e.g. SRHR, Empowerment and Advocacy • Opportunities for strengthening resource mobilization to expand funding portfolio • Opportunity to cultivate trust in the work of HE/R Liberty by community members and target group (adolescents and youth)
Weaknesses	Threats
<ul style="list-style-type: none"> • Low implementation of existing organisational policies and missing policies • Lack of defined approach to staff capacity development. • Inadequate documentation of activities • Low visibility due to not having a website and inactive diverse social media and platforms • Weak data management system • Weak capacity in fundraising/resource mobilisation • Weak performance management system • Activity based instead of results-based operations 	<ul style="list-style-type: none"> • Low turnout, at HE/R Liberty activities at community level • Lack of political will to implement sexuality education in schools • Prevalence of harmful practices to the health and well-being of girls and young females especially at the community level

ANNEXES

Annex 3: Stakeholder and Strategic Partnerships

HE/R Liberty Current Partners

- Ministry of Health
- Ministry of Gender
- Ministry of Youth and Sports
- National Youth Council of Malawi
- Sonke Gender Justice
- IRex
- District Councils
- CSO Networks
- Youth Organizations
- Youth Networks
- Religious leaders
- Traditional Leaders
- SRHR Alliance
- USAID
- UNFPA
- Plan International
- SRHR Africa Trust
- Oxfam
- FAWEMA

Potential partners

- UN Women
- AfriDipp
- FAO
- FCDO
- Bilateral Agencies (Embassies)

ANNEXES

Annex 4: Projected Budget for the 5 Year Period

Area	Description	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
Programme						
	Health and Well-being	60,000,000	72,000,000	86,400,000	103,630,000	107,126,000.00
	Governance for Development	45,000,000	56,250,000	70,312,500	87,980,625	109,975,781.25
	Education	45,000,000	54,000,000	64,800,000	77,760,000	93,312,000.00
	Economic Empowerment	32,000,000	40,000,000	50,000,000	62,500,000	78,125,000.25
	Sub Total	182,000,000	222,250,000	271,512,500	331,870,625.00	388,538,781.25
Operations						
	Organizational capacity and Sustainability	40,000,000	56,250,000	70,312,500	87,980,625	109,975,781.25
	Administrative Cost	42,000,000	58,800,000	82,320,000	115,248,000	161,347,200.00
	Office Equipment and Furniture	20,000,000	26,000,000	33,800,000	43,940,000	57,122,000.00
	Subtotal	102,000,000	141,050,000	186,432,500	247,168,625	328,444,981.25
	Grand Total	284,000,000	363,300,000	457,945,000	579,039,250	716,983,762.50



Learn more about HE/R Liberty by
visiting our facebook page-
Her liberty Malawi and
website: www.herliberty.org