



“Championing Development of Youth Work Practice”

STRATEGIC PLAN

2015-2017

Contents

1.0 Background/Introduction	3
1.1 ZYWA at a Glance.....	4
1.1.1 Who We Are	4
1.1.2 Our History	4
1.1.4 Our Vision for Society	4
1.1.4 Our Mission	4
1.1.5 Our Mandates.....	4
1.1.6 Our Operational Values	4
2.0 Strengths, Weaknesses, Opportunities and Treats (SWOT Analysis)	5
3.0 A Snapshot of Youth Work Practice in Zambia.....	6
4.0 Summary of the Strategic Plan.....	7
5.0 Strategic Focuses	8
5.1 Strategy 1: Association's Capacity Building	8
5.2 Strategy 2: Research, Policy/Legislative Engagement and Advocacy.....	9
5.3 Strategy 3: Practice Standards Development	10
5.4 Strategy 4: Membership and Resource Mobilisation.....	11
6.0 Learning and Knowledge Management	12
7.0 Strategy Monitoring and Evaluation Plan.....	13

1.0 Background/Introduction

The process: The consultative process of this Strategic Plan (SP) started with the general membership at the association's 3rd General Assembly in 2012 (Phase One). Systematic online and telephone conversations alongside expert's opinions were gathered in 2013 (Phase Two). Literature review was undertaken between January and August 2014. Analysis of consultative and literature outcomes were done in September 2014 and writing took place in the first two weeks of October 2014.

The mandate: The association's 3rd General Assembly held in December 2012 gave the Executive Committee the mandate to develop a three year SP from 2015-2018.

Alignment of SP to National and International Policies/Frameworks/Action Plans: The SP is in line with the following documents:

- The National Youth Policy 2006;
- The Youth Policy National Plan Action 2007-2015;
- The African Youth Charter 2006;
- The Commonwealth Plan of Action for Youth Empowerment 2007-2015
- The association's Constitution

The relevancy of the SP: The fact that Zambia; just like many other African Countries have committed to professionalize youth work practice as stipulated in the National Youth Policy 2006, Youth Policy National Action Plan 2007-2015, African Youth Charter 2006, and Commonwealth Plan of Action for Youth Empowerment 2007-2015, this SP will help the government meet these commitments made towards professionalising youth work.

Therefore, this SP for Zambia Youth Workers Association (ZYWA) was developed in consultation with a cross range of stakeholders and reviewing relevant plans from other countries, policy documents, charters and action plans and defines the association's consolidated national interventions for the next three years (2015-2018). The plan first presents ZYWA at a glance, secondly provides a snapshot of youth work practice in Zambia, thirdly, a summary of the SP is presented, fourthly, strategic focuses are presented. Fifth, it looks at learning and knowledge management, and lastly monitoring and evaluation plan to track the SP implementation progress.

1.1 ZYWA at a Glance

1.1.1 Who We Are: ZYWA is a Non-Government, Not for Profit Making, Non-Political, Non- Religious membership professional association.

1.1.2 Our History: The association was established by resolution # 0001 of the 1st General Assembly of Youth Workers in 2006 to champion development of youth work practice.

1.1.4 Our Vision for Society: *“ZYWA envision a society where every youth everywhere have access to ethical and competent youth worker.”*

1.1.4 Our Mission: *is to be an autonomous membership oriented, membership- driven Association that champions development of youth work practice through:*

- *Code of ethics and practice standards;*
- *Professional competencies;*
- *Policy advocacy; and*
- *Research.*

1.1.5 Our Mandates: ZYWA has the following mandates as stipulated in its Amended Constitution:

- Developing and maintenance of a Code of Ethics and practice standards;
- Developing and maintenance of professional competencies;
- Receipt of and adjudication of complaints against youth worker(s) who are members;
- Administration of a disciplinary process to sanction members who fail to maintain established standards and practice;
- Reviewing, advising and approving programmes for educating and training youth workers to ensure that institutions providing youth work education and training produce students who are competent for the field of youth work practice;
- Research; and
- Advocacy for public policies/legislatures, education and training for the recognition of youth work as a profession.

1.1.6 Our Operational Values

- **Professionalism:** We will uphold professionalism in our practice of youth work at all times.
- **Excellence:** We will demonstrate excellence in all that we do.
- **Integrity:** We will be honest in all that we do and say, and we will advocate for integrity as a core value of all of our members.
- **Accountability:** We will give our members good value for their money, using processes that are open and accessible to the membership.
- **Members’ Economic/Democratic Participation:** Members contribute equitably to, and democratically control through active participation in setting policies and making decisions. The elected representatives are accountable to the membership.
- **Autonomy and Independence:** We will uphold our autonomy and independence at all times and in all our involvement and participation.
- **Collaboration:** We will work collaboratively with other agencies and organizations to achieve our established goals.

- **Responsive:** We will be a learning organisation open to new ideas and adapt where appropriate to meet the ever changing youth work practice environment and remain relevant to members, youth and public at large.

2.0 Strengths, Weaknesses, Opportunities and Treats (SWAOT Analysis)

The SWOT analysis was conducted with the general assembly membership to assess the internal environment of the association.

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • ZYWA is the only national level representative of youth workers and the profession of youth work in Zambia • ZYWA has a voluntary Executive Committee that provides leadership and policy direction • ZYWA is registered with the Registrar of Societies and is not subject to the NGO Act • ZYWA roles and functions do not conflict or compete with any other organisations/ institutions • Decision-making powers vis-à-vis the General Assembly • Its membership based • Membership expertise • Electronic membership register • ZYWA has operation office space supported by the Ministry of Youth and Sports 	<ul style="list-style-type: none"> • Lack of full time secretariat to run the day to day affairs of the association • Lack of office equipment to facilitate the operations of secretariat • Lack of a motor vehicle to undertake outreach to other provinces • Inadequate resource mobilisation skills to raise funds to implement the plans • Weak membership base and membership fees collections • Weak executive committee; • Inability to sufficiently mobilise and recruit enough members • Lack of advocacy and strategic networking with other stakeholders such education and training institutions, and other professional bodies • Lack of local presence and local visibility- many non-members have never been approached to join up and are largely unaware of the association existence
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • ZYWA has good working relations with Ministry of Youth and Sports • ZYWA is the only professional body of youth workers in the country • Potential to undertake research and advocacy • Existence of policy measures on youth work • Existence of a National Youth College • African Youth Charter emphasis on professionalization of youth work • Commonwealth Plan of Action for Youth Empowerment emphasis on professionalization of youth work • Growing number of people working with and for youth • Growing government interest on youth development and empowerment • International Linkages 	<ul style="list-style-type: none"> • Deregistration of the association • Political instability • Poor Economic performance • Policy change

3.0 A Snapshot of Youth Work Practice in Zambia

In Zambia, some minimal gains have been made in regard to the development of youth work practice. The country have handful trained youth workers both at degree and diploma levels¹; government recognition of youth work practice in the National Youth Policy (NYP) 2006 and now have a full section on youth work practice in the 2013/2014 revised NYP; the establishment of a professional association (Zambia Youth Workers Association) and government support to the association in terms of office space; and the development of the Code of Ethics and Conduct for youth workers. However, a lot remains to be done to develop and sustain youth work practice.

The sluggish response to youth work practice issues and concerns in the country is attributable to a number of factors such as:

- A weak professional association to advocate for the development of youth work practice, mobilise and unite youth workers;
 - Limited appreciation of the nature of youth work practice by many, including youth workers themselves;
 - Youth work education and training is in short supply by many colleges/universities and often seen as social work;
 - Budgetary allocations are often subsumed in bigger youth budgets;
 - The fact that Zambia; just like many other African Countries isn't yet prioritising professionalization of youth work as stipulated in the Commonwealth Plan of Action for Youth Empowerment 2007-2015, African Youth Charter 2006, and National Youth Policy 2006; and
 - Weak professional association influenced by lack of organisational and institutional capacity to perform its mandates coupled with government reluctant to recognise the association officially.
-
- General ignorance/lack of appreciation of youth work practice influenced by low awareness on the contribution youth work practice make to society, its principles and ethics among youth workers and general public;
 - Lack of education and training opportunities for youth workers influenced by absence of a nationally agreed Core-Competences of a Youth Worker, interests from universities/colleges to develop youth work education and training programme and lack of appropriate lecturers to train youth workers;
 - Lack of enabling and protective environment influenced by absence of a Law on youth work practice;
 - Limited government commitment to professionalising youth work practice as indicated through low budgetary to youth development and empowerment and none specifically for youth work practice development;
 - Lack of strategic communication and management of information on youth work practice.

Based on the above mandates, SWOT analysis and a snap shot of youth work practice in Zambia, ZYWA has developed this three year SP 2015-2018 within the National Youth Policy, African Youth Charter, Commonwealth Plan of Action for Youth Empowerment frameworks, and association Constitution.

¹ *Zambia has no official national statistics on the number of trained youth workers*

4.0 Summary of the Strategic Plan

Goal	<ul style="list-style-type: none"> To collectively contribute towards professionalization and recognition of youth work as a profession.
Objectives	<ul style="list-style-type: none"> Strengthened Association's organisational and institutional capacity to effectively and efficiently perform its mandates by December 2017; Increased research, policy/legislative engagements and advocacy to create policy/legislative enabling environment by December 2017; Developed youth work practice standards for comparable practice across the country by December 2017; and Increased membership and resource mobilisation for effective and efficient association by December 2017.
Strategies	<ul style="list-style-type: none"> Association's Capacity Building; Research, Policy/Legislative Engagement and Advocacy; Practice Standards Development; and Membership and Resource Mobilisation.
Key Result Areas	<ul style="list-style-type: none"> Association's organisational and institutional capacities built; Improved supportive policy/legislative environment for the development of youth work practice; Enhanced implementation of policy measures on youth work practice by government; Youth work practice standardised and comparable across the country; Improved membership enrolment and retentions; and Association's operations effectiveness and efficient improved.

5.0 Strategic Focuses

5.1 Strategy 1: Association's Capacity Building

Specific Objective	Strengthened Association's organisational and institutional capacity to effectively and efficiently perform its mandates by December 2017			
Key Result Area	Association's organisational and institutional capacities built			
Strategy	Association's Capacity Building			
	Activities	Time Frame (2015-2018)		
		2015	2016	2017
1	Request for Technical Support to conduct independent Organisational Capacity Assessment Baseline			
2	Organise and hold a one day organisational capacity assessment baseline workshop			
3	Organise and hold half a day validation meeting of the Capacity Baseline report			
4	Organisational and Institutional Capacity Development Plan: Organisational <ul style="list-style-type: none"> • Governance Manual • Develop Human Resources Manual • Develop Financial Manual • Develop Procurement Manual • Develop Stores Manual • Develop Vehicle Policy Manual • Develop Risk Management Manual • Develop Facebook and website Institutional <ul style="list-style-type: none"> • Acquire office equipment • Acquire motor vehicle for outreach • Acquire plot for the Excellence House of Youth Workers • Acquire telephone line and Postal Box 			
5	Hire a Lawyer to undertake Constitution review and reforms			
Beneficiaries and Possible Allies under strategy 1	<u>Beneficiaries</u> <ul style="list-style-type: none"> • General Members • Members of the Executive Committee 	<u>Possible Allies</u> <ul style="list-style-type: none"> • Southern Africa HIV and AIDS Trust- Zambia office, • Ministry of Youth and Sport • Possible Cooperating Partners 		

5.2 Strategy 2: Research, Policy/Legislative Engagement and Advocacy

Specific Objective	Increased research, policy/legislative engagements and advocacy to create policy/legislative enabling environment by December 2017			
Key Result Areas	<ul style="list-style-type: none"> Improved policy/legislative enabling environment for the development of youth work practice Enhanced implementation of policy measurers on youth work practice by government 			
Strategy	Research, Policy/Legislative Engagement and Advocacy			
	Activities	Time Frame (2015-2018)		
		2015	2016	2017
1	Undertake baseline researches on: <ul style="list-style-type: none"> The number of people working for and with the youth in Zambia Perceptions of youth work practice in Zambia; Legal environment on youth work practice in Zambia; and Access to information and services on youth development and empowerment The status of youth work professionalization in Zambia 			
2	Undertake policy engagement through: <ul style="list-style-type: none"> Preparing and disseminating policy briefs on youth work practice Preparing and disseminating technical briefs on youth work Partnering with the Ministry of Youth and Sports on the implementation of youth work section in the national youth policy Organising and conducting workshops to assess implementation of policies/legislations, charters and frameworks related to youth work 			
3	Undertake youth development and empowerment budget analysis (Budget priority setting, tracking and monitoring of funds for youth development and empowerment) with special attention to the % allocation towards the development of youth work practice.			
4	Undertake advocacy on: <ul style="list-style-type: none"> The development of a Bill on youth work practice The enactment of the Bill on youth work practice Budget allocation to the development of youth work practice 			
5	Strategic engagement with the Ministry of Youth and Sport for inclusion of a % allocation to the development of youth work practice in the country within the Ministry's budget.			
6	Organise and hold policy/legislative debate/dialogue platforms			
Beneficiaries and Possible Allies under strategy 2	<u>Beneficiaries</u> <ul style="list-style-type: none"> Policy makers/planners Youth Youth workers General public 	<u>Possible Allies</u> <ul style="list-style-type: none"> Institutions of learning Ministry of Youth and Sport (King-George National Youth College) National Youth Network on Population and Development 		

5.3 Strategy 3: Practice Standards Development

Specific Objective	Developed youth work practice standards for comparable practice across the country by 2018			
Key Result Area	Youth work practice standardised and comparable across the country			
Strategy	Practice Standards Development			
	Activities	Time Frame (2015-2018)		
		2015	2016	2017
1	Establish two reference groups to develop: <ul style="list-style-type: none"> • Conceptual framework of Youth Work Profession • Youth Workers Core- Competences; and • Quality standards for both workforce and practice • Framework for developing a programme on Youth Work Education and Training 			
2	Organise and hold five meetings to develop Youth Workers Core-Competences, and Framework for developing Youth Worker Education and Training			
3	Organise and hold five days stakeholders validation workshop on: <ul style="list-style-type: none"> • Conceptual framework of Youth Work Profession • Youth Workers Core-Competences; • Quality standards; and • Framework for developing a programme on Youth Work Education and Training 			
4	Partner with King-George and Mulugushi University to develop a Youth Workers Education and Training Programme			
5	Organise and hold half a day meeting to Launch the 2 nd Code of Ethics and Conduct for youth workers			
6	Develop an Induction programme on the Code of Ethics and Conduct for youth workers			
7	Conduct at least three provincial inductions on the Code of Ethics and Conduct for youth workers per year			
8	Under take a one year youth worker workforce development project			
9	Develop and pilot Voluntary Youth Workers Certification programme			
10	Undertake a one year project to develop a complaint and disciplinary administration			
11	Engage in National Level Public Dialogue with stakeholders on cross range of youth work practice issues			
Beneficiaries and Possible Allies under strategy 3	<div> <u>Beneficiaries</u> <ul style="list-style-type: none"> • Youth Workers • Youth • General public </div> <div> <u>Possible Allies</u> <ul style="list-style-type: none"> • Ministry of Youth and Sport • Ministry of Labour • King-George National Youth College • Mulugushi University • Consultancy Firms </div>			

5.4 Strategy 4: Membership and Resource Mobilisation

Specific Objectives	Increased membership and resource mobilisation for effective and efficient association by 2018			
Key Result Area	<ul style="list-style-type: none"> Improved membership enrolment and retentions Association's operations effectiveness and efficient improved 			
Strategy	Membership and Resource Mobilisation			
	Activities	Time Frame (2015-2018)		
		2015	2016	2017
1	Undertake provincial membership recruitment			
2	Developing and disseminating member's information			
3	Conducting skills building workshops for member's			
4	Establishing and maintaining international links			
5	Upgrade and launch the electronic register of youth workers			
6	Develop and implement the Annual Youth Workers Award			
7	Develop a Youth Workers Quarterly Newsletter			
8	Organise and hold the 4 th General Assembly of Youth Workers			
9	On-going fundraising and other resource mobilisation <ul style="list-style-type: none"> Payment of the Association Membership Annual Subscription fees Identifying the donors Marketing the proposals Undertake consultancy 			
Beneficiaries and Possible Allies under strategy 4	<u>Beneficiaries</u> <ul style="list-style-type: none"> Members of the association Executive Committee members ZYWA Secretariat Youth workers General public 	<u>Possible Allies</u> <ul style="list-style-type: none"> Ministry of Youth and Sport National Youth Network on Population and Development 		

6.0 Learning and Knowledge Management

The association is a learning and reflective. Therefore, during the implementation of this SP, the following will be the avenues of learning and knowledge management:

- Documenting and Innovation of Key Lessons and Best Practices;
- Undertake Mid-Term Review of the Strategy; and
- Undertake Final Review of the Strategy

7.0 Strategy Monitoring and Evaluation Plan

Strategy 1: Association's Capacity building

Expected Result(s)	Indicator (s)	Data Source	Frequency	Means of Verifications
Association's organisational and institutional capacities built	# of organisational policies developed and enforced	Capacity Development Plan	Annually	<ul style="list-style-type: none"> Signed copies of developed policies
	# of office equipment and assets acquired by type	Asset Register	Annually	Physical check using a check list
	# of full-time staff recruited by skills	Association's employment records	Annually	Review the employment records

Strategy 2: Research, Policy/Legislative Engagement and Advocacy

Improved supportive policy/legislative environment for the development of youth work practice	National policies with measures on youth work practice	Government policies	After three years	Review Policies
	Draft Bill on youth work practice	Ministry of Youth and Sport	After three years	Copy of the drafted Bill
Enhanced implementation of policy measures on youth work practice by government	% allocation of resources to youth work practice policy measures within the Ministry of Youth and Sport	Ministry of Youth and Sport budget	Annually	Ministry of youth and Sport Budget document

Strategy 3: Practice Standards Development

Youth work practice standardised and comparable across the country	# of developed practice standards incorporated in the draft bill on youth work practice	Draft Bill on youth work practice	After three years	Review the draft bill on youth work practice
--	---	-----------------------------------	-------------------	--

Strategy 4: Membership and Resource Mobilisation

Improved membership enrolment and retentions	# of paid up members per year, by province, sex and age	Association Register	Annually	Review the register
	% of members renewing membership annually	Association Register	Annually	Review the register
Association's operations effectiveness and efficient improved	% of money raised through membership annual subscriptions	Financial records	Annually	Review financial records
	% of money raised from proposal marketing	Financial records	Annually	Review financial records
	Annual performance rate	Independent performance reports	Annually	Review the independent performance report

ANNEX

Organisational Chart

