



2014 UNAIDS Red Ribbon Award Winner

LIFE CONCERN ORGANISATION (LICO)

STRATEGIC PLAN 2022-2025

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List of Acronyms and Abbreviations

AGYW	Adolescent Girls and Young Women
ESCOM	Electricity Supply Commission of Malawi
GBV	Gender Based Violence
HAC	Health Advisory Committee
HP	Harmful Cultural Practices
LICO	Life Concern Organisation
MGDS	Malawi Growth and Development Strategy
PMTCT	Prevention of Mother to Child Transmission
SDG	Sustainable Development Goals
SGBV	Sexual Gender Based Violence
TB	Tuberculosis

Foreword

This Strategic Plan 2022-2025 embodies the shared vision between the Board of Directors for LICO, Senior Management and key stakeholders. This is an elaborate plan for growing the capability of LICO to effectively implement its programmes within Rumphii district and beyond. The plan is inward and outward looking. Inwardly, the plan seeks to develop the capacity of LICO to attract resources from development partners and through the creation of social enterprises which should engage in income generating activities. The plan also seeks to build the capacity of the research department to promote evidence-based programming. Outwardly, the plan seeks to provide direction on addressing critical issues that are affecting service delivery in health; education; gender, women empowerment, and child protection; and climate change and environmental degradation. These thematic areas were identified through a consultative process.

The Board is aware that effective implementation of the Strategic Plan requires collaboration and coordination among various stakeholders. We are also aware that sustainability of results will require ardent resource mobilization techniques to ensure continued support of the community structures where necessary. In this regard, the Board wishes to call upon all development partners and the stakeholders in Government, civil society, private sector and the communities to join hands with LICO and support the efforts in empowering the communities we serve. In the same vein, we call upon the management and staff of LICO to always have the community interests before any other considerations, and to safeguard the resources that we are entrusted with, as we embark on this exciting journey of implementing the plan.

Lastly, I would like to encourage my fellow board members, to amicably support management through the provision of critical insights and oversight in the implementation of this plan, bearing in mind that we can only attain sustainable development if we move forward with integrity and unity of purpose.

Signed:

Board Chair

Vision

Healthy communities, living dignified Lives, in a sustainable environment.

Mission

To collaborate and empower communities to access equitable and quality health, education and human rights services, and protect the environment from degradation to mitigate effects of climate change.

Core Values

Integrity

Transparency

Unity of purpose

Accountability

Sustainability

Trustworthy

1. Introduction

This Strategic Plan 2022-2025 emanates from the review of the previous Strategic Plan 2019-2022. The plan provides strategic direction for LICO, its partners and other stakeholders for the next three years.

The process for developing the strategic plan was iterative. It was facilitated by an external consultant. The consultant conducted desk review of the previous strategic plan, and annual reports of various projects which LICO is implementing. Primary data was collected through a consultative workshop through which LICO management and staff, and some board members participated. In addition, some information was also collected through interviews with senior management team at LICO. The draft strategic plan was reviewed by management and staff and was submitted to the board for their final endorsement and approval.

2. Background

2.1 About Life Concern Organisation

LICO was established in the year 2008 and is registered with the government of Malawi under the Trustee Incorporation Act (Certificate TR/INC 4822). LICO is also registered with the Council of Non-Governmental Organisations in Malawi (CONGOMA) and the NGO Board, a government regulatory authority. LICO was established by the Board of Trustees in consultation with the local people from Rumphi District to achieve the following goals:

- a. Prevent new HIV infections, provide care, and support services to people living with HIV/AIDS.
- b. Increase access and uptake of quality sexual and reproductive health and rights (SRHR) services among communities.
- c. Provide sustainable economic empowerment to women and vulnerable populations.
- d. Mitigate the impact of climate change.

LICO's strategic areas include HIV/AIDS, Health Governance, SRHR, Gender and Women Empowerment, Education, Child Protection, Local Governance, and Environment. LICO received the prestigious UNAIDS Red Ribbon Award (2014) under the HIV/AIDS treatment, care and support category in Melbourne, Australia. The award has played a great role in transforming LICO's image globally.

2.2 LICO's Business Model

LICO is a not-for-profit making local NGO that implements programmes using financial support from development partners. LICO collaborates with district level government stakeholders and other civil society organisations (CSOs) in designing and implementing community programmes. At community level, LICO collaborates and engage with traditional and religious leaders, governance structures, volunteers and direct beneficiaries of the programmes to deliver results that are relevant and sustainable.

However, we realised that our programmes can be highly sustainable if we have inhouse income generating activities. Accordingly, sister company to LICO, namely Linga Social Enterprise, was established. This company makes reusable sanitary pads which are sold to stakeholders, including other CSOs, on a small fee. Currently this company is supplying the sanitary pads only in Rumphi

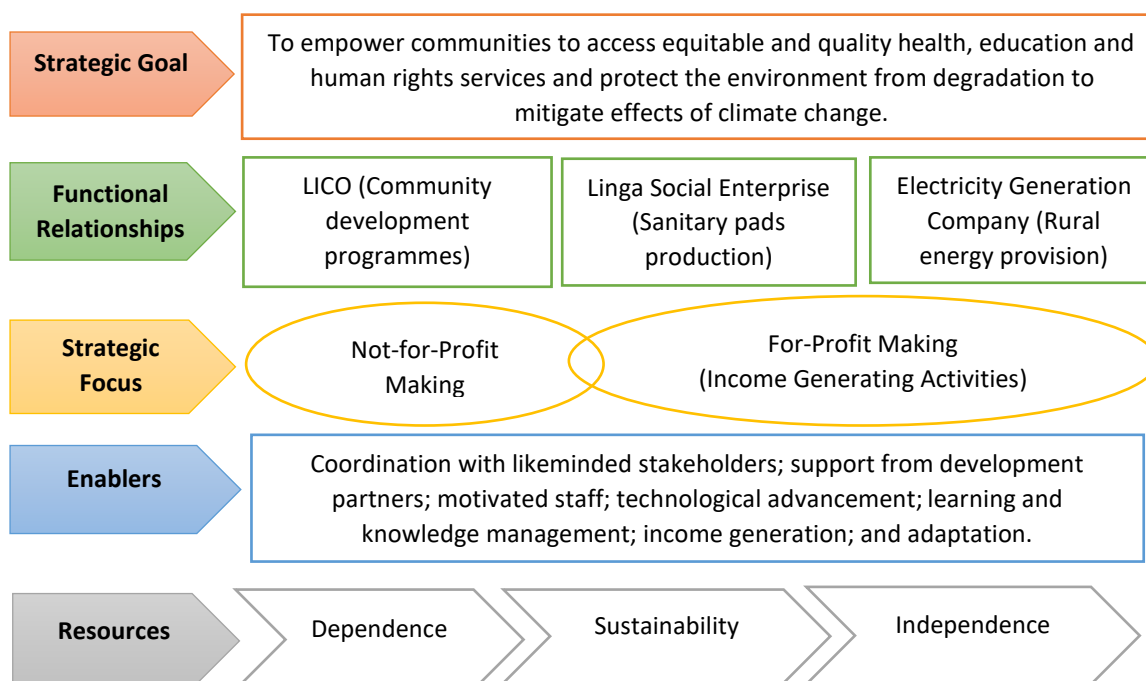
district. But there are plans to extend the market to include local and international NGOs which increase girls access to SRHR services across the country.

There are also plans to engage in local electricity generation for sale to Electricity Supply Commission of Malawi (ESCOM). The government is currently identifying areas where local producers can generate electricity and sell through local grids to reduce the use of biomass for energy production thus contribution to sustainable use of bio resources and limit land degradation that causes climate change.

These income generating activities are intended to produce enough resources for funding the various programmes that LICO intends to implement in Rumphi district, and elsewhere in Malawi.

The business model is shown in the figure 1 below:

Figure 1: LICO's Business Model



3.3 Vision, Mission and Core Values

Our vision is “Healthy communities, living dignified Lives, in a sustainable environment.”

Our mission is “To collaborate and empower communities to access equitable and quality health, education and human rights services and protect the environment from degradation to mitigate effects of climate change.”

Our core values are as outlined in the table below:

Table 1: LICO's Values and Value Statements

Values	Value Statements
Transparency	We believe that our donors, stakeholders and direct beneficiaries have the right to know how we are implementing our programmes. We therefore have an open-door policy to allow interested parties to access our reports or other records held in our offices for public scrutiny.

Values	Value Statements
Accountability	We accept responsibility for our actions or omissions. We therefore endeavour to support the structures that should make us answer questions on any of our programmes.
Sustainability	We desire to create sustainability for our positive results. In this regard, we have embarked on creating social enterprises to ensure continuous inflow of funds for our programming.
Integrity	We are conscious to consistently act according to applicable rules and regulations, norms, culture, values and ethical standards regulated by law and society's values.
Trustworthy	We believe trust is the hallmark for our legitimacy. We will therefore always be dependable and reliable to our donors, stakeholders and direct beneficiaries.
Unity of purpose	We promote mutual understanding and collaboration in our programming. We therefore commit to collaborate fully with our donors, stakeholders and direct beneficiaries.

3. Rumphi District Profile

Rumphi is the second largest district in the Northern Region after Mzimba district. It borders Zambia to the west and Chitipa to the north-west, Mzimba District to the south, Nkhatabay District to the east, and Karonga District to the north. The total land area of the district is 10,382 square kilometres. It is linked with other districts mainly through the M9 road, which connects to the Mzuzu - Lilongwe M1 road.¹

The estimated total population of the district is 229,161 in 2018 (112,657 males and 116,509 females) which is further projected to reach 314,475 by 2030. One in three inhabitants are youth ages 10–24. More than half of the youth (41,907) are adolescent girls and young women.² The population growth rate was 3% per annum. The district has a population density of 50 persons per square kilometre. The dominant tribe is Tumbuka. The patrilineal system is dominant in the district and Christianity is a major religion.³

The district has an average annual rainfall of 700mm to 2000mm. The annual mean temperature varies from 11 to 36 degrees Celsius. The highest temperatures occur in October and November, and the lowest temperatures are experienced in June and July. The crop-growing season is between November and April when there is normally adequate rainfall.⁴

The major economic activities in the district are agriculture, forestry and fishing, accounting for (88%) of income and employment, followed by household enterprises (9.7%), and wage employment (10%). Much of the land is under subsistence farming. The average landholding size is about 0.8 hector per head, which is much higher than the national average. Tobacco is the major cash crop, while maize is the main food crop grown by subsistence farmers. Paid employment is limited to the civil service, the service industry, and a few companies. Casual and temporary tasks are the most dominant form of informal wage employment.⁵

¹ Malawi 2008 Population and Housing Census,

² Adolescent Girls and Young Women in Malawi National and District-Level Factsheets September 2019.

³ Rumphi District Council Socio-Economic Profile (2017-2022).

⁴ Ibid.

⁵ Ibid.

4. Environmental Scanning

The strategic planning team conducted environmental scanning through SWOT Analysis. The team assessed the internal factors (Strengths and Weaknesses) that affect the achievement of desired results, and the external factors (Opportunities and Threats) which must be harnessed to promote achievement of results and mitigated against respectively. The factors are outlined below:

6.1 Strengths

The following are internal strengths which LICO can take advantage of, to effectively implement this strategic plan and achieve its desired strategic results:

- ✚ Finance management is one of our key strengths. We have qualified and experienced personnel in our accounts section. We also have a good accounting software, namely Quick Books, which is used in making financial transactions. In addition, we have a robust system of internal controls, including asset registers, finance manual, and we institute external audits. In addition, we have a sister company, a social enterprise, that generates money that sustain our programmes.
- ✚ Generally, our human resources are our great asset. We have a pool of highly qualified staff with diverse skills. The staff are committed, competent and with high integrity. We have a functional organogram with clear reporting lines.
- ✚ Our organisational culture and values are guarded and conducive to attainment of the desired results. We have an internal policy environment that is guided by written policies including human resources policy, code of ethical conduct and safeguarding policy for child protection among other regulations.
- ✚ Our programming is integrated and sustainable. We have long term programmes that are sure to bring about lasting impact in the communities that we serve. These programmes demonstrate the trust that our major donors have on us.
- ✚ We take a leadership approach that is ethical and transformational to ensure staff motivation and inspiration to collectively work towards attainment of our articulated vision and mission.

6.2 Weaknesses

The following are internal weaknesses that LICO should address to attain the desired strategic outcomes in this strategy.

- ✚ One of our key weaknesses is that currently we are overdependent on our development partners for financial resources, such that any unforeseen or unintended circumstances on their part also affects our programming. This situation is compounded because we have only few income generating entities which are still in infancy.
- ✚ Our financial system also requires strengthening in terms of security by way of introduction of online transactions. We are currently using a cash-based system which might be prone to malfeasance.
- ✚ Despite having a motivated team, we are somehow deficient on capacity building of our staff mainly because of inadequate resources. Training of our staff on project management, research and resource mobilisation should go a long way in improving performance.
- ✚ Currently, we only have one offroad vehicle which is not adequate for field work, especially during the rainy season in which using motorcycles might not be appropriate. Our many projects put pressure on resources, including transport.

- ✚ Despite having social media presence, we are somehow inadequate when it comes to branding and visibility. It is therefore imperative under this strategic plan to have a robust branding and visibility programme.

6.3 Opportunities

The following are the opportunities available in the environment that LICO can seize to effectively implement this strategic plan and attain its desired outcomes.

- ✚ One of the key political opportunities is that the government through the NGO Board recognises and supports the operations of NGOs/CSOs. The Government recognizes NGOs as development implementing partners. At community level, there are influential traditional leaders who support our work and are champions for behavioural change communication for transforming harmful cultural practices.
- ✚ Another opportunity relates to availability of funds from development partners. Currently, most donors prefer to fund NGOs directly and avoid direct support to government budgets due to rampant corruption among the public officials and political elites. It is therefore possible to create amicable relationships with multiple donors and expand the portfolio of projects.
- ✚ We have good rapport with the communities that we serve as we are local and know the prevailing culture. We can therefore easily identify the entry points for ensuring the success of our programmes.
- ✚ There is an opportunity to harness technology and connect to the world as a global village. Technology provides us the opportunity for networking and promotion of our visibility and collaboration with potential partners and donors. The modern technologies can be harnessed as platforms for communication, resource mobilization, capacity building (trainings), visibility and branding.
- ✚ Our new area of focus, climate change adaptation, has the attention of the United Nations and government, including many development partners. Since it is in vogue, attracting funding for the thematic area should not be difficult.
- ✚ The legal and policy environment is conducive to our programming. Malawi has a trove of pieces of legislation, policies and strategies on health, education, gender and women empowerment, child protection and climate change. Community awareness of these laws, policies and strategies is key to successful implementation of this strategic plan.

6.4 Threats

The following are the threats or dangers in the environment, that we must be aware of and take action to address or mitigate to ensure successful implementation of this strategic plan.

- ✚ One of the major threats that we face is political interference or lack of political support in our impact areas especially from local politicians who have their own vested interests. This threat is pronounced during campaign periods when aspiring politicians engage in mass rallies to garner support for elections.
- ✚ On the economic front, the fluctuation of the Malawi currency (Kwacha) poses a major threat to our budgets. There is also always a possibility of fraud and cybercrimes affecting our finances. In the same vein, the NGO sector is saturated with many organisations thus there is stiff competition for funding.

- ✚ The high rate of unemployment among the youth is also a threat to our efforts on promoting education among girls and other vulnerable children or youths. When school leavers fail to find decent employment, the value of education among the youth is diluted.
- ✚ Some conflicting government policies also threaten the attainment of results especially in health and education. For example, the health policy encourages distribution of SRH products to youths while the education policy prohibits the same. The distribution of the SRH products can only be done at some spelt out distance from the school campus.

5. Strategic Issues

In this strategic plan, we seek to address key strategic issues or challenges spanning five thematic areas including: 1) Health Services Delivery; 2) Education in Public Schools; 3) Gender, Women Empowerment and Child Protection; 4) Climate Change and Environmental Degradation; and 5) Institutional Capacity Development. The first four thematic areas are outward looking and relate to programmes that LICO intends to implement. At micro level, these thematic areas relate to the UN SDGs, Malawi Growth and Development Strategy (MGDS) III, Malawi Vision 2063, and other sectoral policies and strategies. The fifth thematic area is inward looking and seeks to build the capacity of LICO to implement the strategic plan effectively and efficiently. The problems or challenges in the thematic areas are outlined below:

Thematic Area 1: Health Services Delivery

UN SDG 3 Ensure healthy lives and promote well-being for all at all ages.

i. HIV/AIDS, TB and Mental Health

In Rumphi district, there is high prevalence rate of HIV/ AIDS and Tuberculosis (TB). Just half of women aged 15–24 understand how to correctly prevent sexual transmission of HIV.⁶ There is need to reduce new infections, increase access to treatment, and improve care of post TB treatment and management of HIV infections. Low uptake of ART and late commencement of TB treatment results in high morbidity and mortality rates. The rehabilitating effects of the illnesses results in acute mental health issues due to depression. Psychosocial counselling is therefore of paramount importance for the survivors of both TB and HIV/AIDS. The effect of the illness is compounded because of the dire poverty in the rural communities which makes people fail to access nutritious food.

ii. Sexual, Reproductive Health and Rights

Among the AGYWs, there is limited access to modern SRHR services, including access to modern reversible long-term and short-term contraceptives. Consequently, cases of teenage pregnancies and child marriages are still rampant. Teenage pregnancies and child marriages not only keep girls out of school, but they also increase maternal morbidity and mortality rates. There are also higher prevalence rates of cervical and prostate cancer.

In 2019 for example, nearly half of pregnancies among women and girls aged 15–24 were mistimed. Moreover, 1 in 3 adolescent girls 15–19 had begun childbearing. Of those, nearly half (43%) gave birth

⁶ Adolescent Girls and Young Women in Malawi National and District-Level Factsheets September 2019.

before their 18th birthday. Only 1 in 3 women aged 15–24 were using contraception. And nearly half of women aged 15–24 who visited a health facility were not informed about family planning.⁷

Thematic Area 2: Education in Public Schools

UN SDG 4 Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.

In Rumphi district, very few adolescent girls progress to secondary school, challenging future employment opportunities and empowerment. The high cost of school fees and pregnancy are dominant reasons why girls drop out of secondary school. Most girls (93%) are enrolled in primary school. However, only 33% are enrolled in secondary education. The dominant reasons girls drop out of secondary school are the unaffordability of school fees (34%) and pregnancy (23%).⁸

The unsafe school environment and lack of necessities also contributes to higher dropout rates especially among girls. School gender-based violence, long distances to school, lack of menstrual hygiene services including sanitary pads and toilet blocks are major contributors to school dropout. For those who drop out, there is urgent need to scale up vocational training for economic empowerment. Otherwise, school dropout perpetuates the vicious cycle of poverty.

Thematic Area 3: Gender, Women Empowerment and Child Protection.

UN SDG 5: Achieve gender equality and empower all women and girls.

Poverty levels are high and gender-based violence including sexual gender-based violence (SGBV) against children is widespread. Nearly half of women have experienced physical violence since the age of 15.⁹ Moreover, 2 out of 3 youth (66%) agree that sexual and gender-based violence against women and girls is an issue in their community. The referral system for gender-based violence needs strengthening, from community to district level actors. Due to cultural factors, most violence against women or children is not reported to authorities for redress. For example, when the violence is perpetrated by breadwinners in the family, the victims fail to report because of fear of losing the economic support. Likewise, when the violence is perpetrated by people connected with traditional leaders, the victims fear reprisals hence do not report.

Most girls and young women (63%) work in the agriculture sector. Agricultural work can be hazardous. It compromises the health, safety, and education of the girls and women. Moreover, few young women have opportunities to obtain credit to grow other forms of business and improve livelihoods. Nearly half of girls and young women aged 15–24 (47%) work outside the home. However, less than half of working adolescent girls and young women (42%) receive cash for their work. The majority (58%) are not paid for their work. Moreover, nearly all women aged 18–24 (94%) do not have an account at a bank or other financial institution, which is a barrier to obtaining credit for other means of self-employment.¹⁰

⁷Adolescent Girls and Young Women in Malawi National and District-Level Factsheets September 2019.

⁸ Ibid.

⁹ Ibid.

¹⁰ Ibid.

Thematic Area 4: Climate Change and Environmental Degradation

UN SDG 13 Take urgent action to combat climate change and its impacts.

Malawi faces various challenges that increase vulnerability to climate change including high population growth, dependence on rain fed agriculture, high rates of malnutrition and HIV and AIDS, and inadequate water supply. Extreme climate and weather events such as increased frequency and intensity of droughts and floods, and high temperatures have adverse impacts on agriculture production, fisheries, wildlife and forests which provide food, income, fuel and other environmental resources to vulnerable populations.¹¹

Malawi's agriculture sector is vulnerable to climate change due to its high reliance (95 percent) on rainfed crops. Production is already constrained by limited landholdings (average of 1.2 hectares per household), declining soil fertility and limited use and uptake of improved inputs and sustainable land practices.¹² The stakeholders in the district are implementing several conservation measures including soil and water conservation, conservation agriculture, afforestation and reforestation.

Rumphi district is not spared from the practices that lead to land degradation and exacerbates effects of climate change. Large scale tobacco farming has depleted natural forests. There is need to increase efforts in reforestation to protect riverbanks and reduce cutting of naturally growing trees for firewood. There is also need to embrace modern agricultural methods for soil conservation.

Thematic 5: Institutional Capacity Development

UN SDG 17 Strengthen the means of implementation and revitalize the global partnership for sustainable development.

As we grow our portfolio of programmes, we also realise the need to strengthen our team and enhance our partnerships. We realise the key roles that we play in the attainment of the UN SDGs through the domesticated instruments, namely MGDS III and Malawi Agenda 2063.

Under this strategic plan, we desire to enhance our Research and Development, and Resource Mobilisation components. We will therefore build the capacity of our research team to carry out research and enhance evidence-based programming. On the other hand, we will enhance our income generating activities through the sister companies of LICO, like Linga Social Enterprise. Likewise, we intend to build the capacity of the resource mobilisation team to develop quality proposals and enhance our partnerships with our traditional and potential donors.

6. Theory of Change

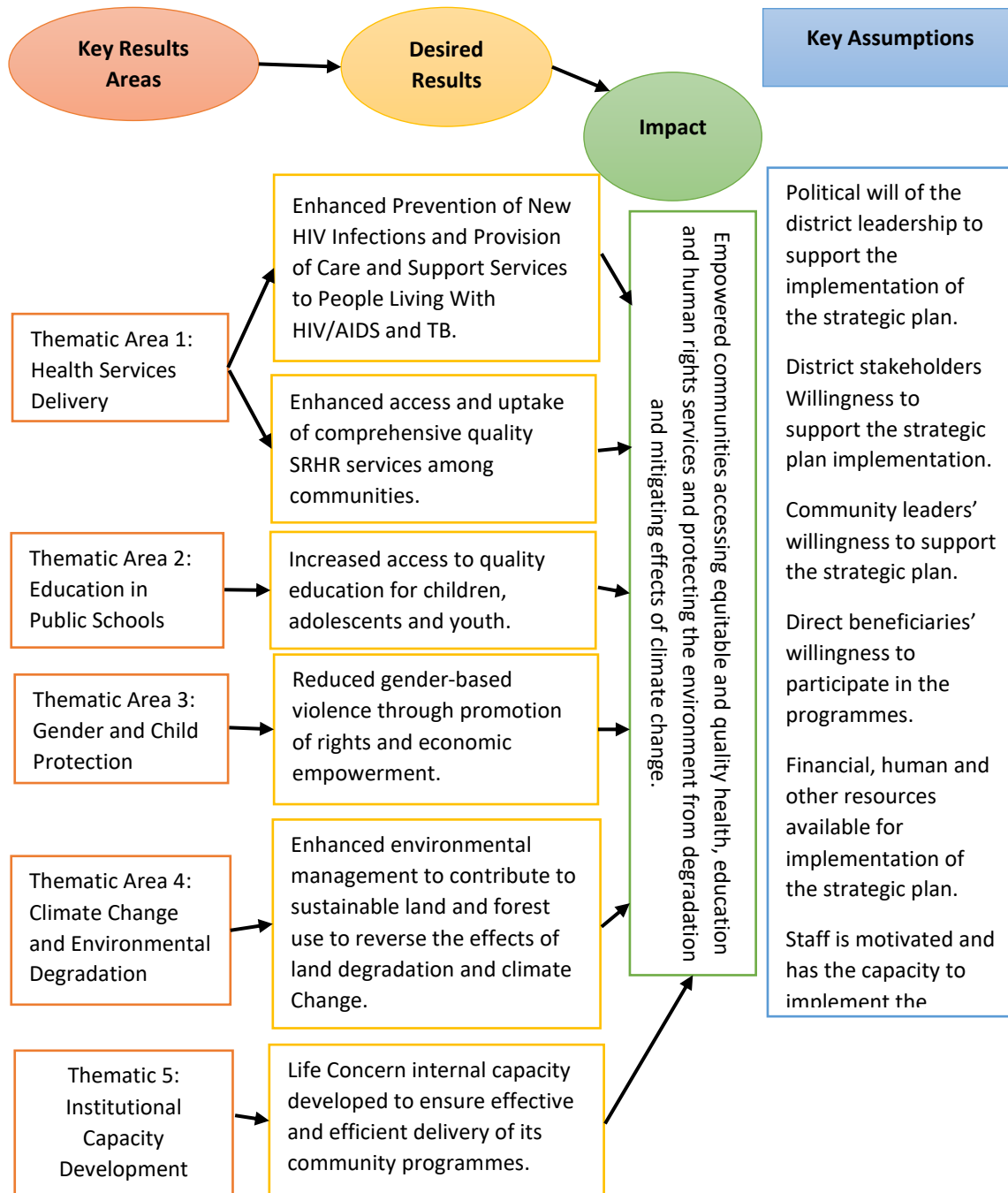
We believe that if we enhance the prevention of new HIV infections and provision of care and support services to people living with HIV/AIDS and TB; if we enhance access and uptake of comprehensive quality SRHR services among communities; if we increase access to quality education for children, adolescents and youth; if we enhance environmental management to contribute to sustainable land and forest use to reverse the effects of land degradation and climate change; and if we develop internal capacity to ensure effective and efficient delivery of our community programmes; then we will have empowered communities accessing equitable and quality health, education and human

¹¹ <https://www.climatelinks.org/countries/malawi>

¹² USAID (Jan 2017). Climate Change Risk Profile Malawi. Fact Sheet.

rights services and protecting the environment from degradation and mitigating effects of climate change. Ultimately, we will contribute to the realisation of healthy communities, living dignified lives, in sustainable environments.

Figure 2: LICO's Theory of Change



7. Strategic Goal and Strategic Outcomes

9.1 Strategic Goal

To empower communities to access equitable and quality health, education and human rights services and protect the environment from degradation to mitigate effects of climate change.

9.2 Strategic Outcomes

The expected results of the Strategic Plan at outcome level are as follows:

1. Enhanced prevention of new HIV infections and provision of care and support services to people living with HIV/AIDS and TB.
2. Enhanced access and uptake of comprehensive quality SRHR services among communities.
3. Increased access to quality education for children, adolescents and youth.
4. Reduced gender-based violence through promotion of rights and economic empowerment activities for vulnerable groups of women, girls and disabled children.
5. Enhanced environmental management to contribute to sustainable land and forest use to reverse the effects of land degradation and climate Change.
6. Life Concern internal capacity developed to ensure effective and efficient delivery of its community programmes.

8. Strategic Outcomes, Strategic Outputs, and Strategies

Thematic Area 1: Health Services Delivery

Strategic Outcomes	Strategic Outputs	Strategies
1. Enhanced prevention of new HIV infections and provision of care and support services to people living with HIV/AIDS and TB	1. Increased demand and uptake of HIV prevention services at community level.	<ul style="list-style-type: none"> • Awareness raising and establishment of community condom distribution centres. • Awareness raising of Voluntary Medical Male Circumcision • Strengthening community referral system and outreach. • Male involvement in PMTCT.
	2. Increased access and uptake of prevention of mother to child transmission (PMCT) and HIV testing services.	<ul style="list-style-type: none"> • Awareness raising on mother to child transmission of HIV. • HIV Self testing and couple testing services. • Strengthening community referral system and outreach. • Male involvement in PMTCT.
	3. Scaled up innovative approaches for the identification and treatment of adolescents living with HIV.	<ul style="list-style-type: none"> • School based HIV counselling and testing services. • Capacity building of teen clubs for adolescents living with HIV/AIDS. • Direct support Provision to Adolescents living with HIV.
	4. Nutrition support to lactating women living with HIV/ TB and the vulnerable children provided.	<ul style="list-style-type: none"> • Assessment of existing targeted groups of women and vulnerable children living with HIV/T • Awareness raising on nutrition • Direct nutritional support Provision

Strategic Outcomes	Strategic Outputs	Strategies
	5. TB prevention, diagnosis, treatment and care services provided.	<ul style="list-style-type: none"> • Awareness raising on TB symptoms and treatment • Advocate for early TB diagnosis and referral • Establishment of community sputum collection points • Use of lay cadres to identify, segregate and fast track coughers
2. Enhanced access and uptake of comprehensive quality SRHR services among communities.	1. Increased access to Adolescents Youth Friendly Health Services	<ul style="list-style-type: none"> • Awareness raising and mobilization of adolescent youth on SRHR services in communities • Capacity building on SRHR issues • Advocacy and lobbying for SRHR services • IEC material development
	2. Youth leadership and networking promoted.	<ul style="list-style-type: none"> • Mobilization of Youth groups (Revamping and strengthen youth groups, youth networking) • Capacity building on youth groups leadership and management • Advocacy for issues affecting the youths
	3. Cervical cancer and prostate screening and treatment services promoted.	<ul style="list-style-type: none"> • Awareness raising on cervical cancer and prostate cancer services • Capacity building for service providers • Advocate for cervical cancer screening and treatment services in communities

Thematic Area 2: Education in Public Schools

Strategic Outcomes	Strategic Outputs	Strategies
1. Increased access to quality education for children, adolescents and youth.	School support to vulnerable Children at community level provided.	<ul style="list-style-type: none"> • Capacity building and support provision (School governance structures such as SMC, PTA) • Promotion of school libraries • Awareness raising on early childhood development
	Access to tertiary education through vocation skills development enhanced.	<ul style="list-style-type: none"> • Awareness raising and community mobilization. • Vocational skills development and provision of educational materials (Provide start up equipment's to the trained beneficiaries)

Thematic Area 3: Gender and Child Protection

Strategic Outcomes	Strategic Outputs	Strategies
1. Reduced gender-based violence through promotion	1. Increased access and utilization of sexual abuse and violence	<ul style="list-style-type: none"> • Awareness raising on child sexual abuse. • Strengthening capacity of stakeholders to offer quality

Strategic Outcomes	Strategic Outputs	Strategies
of rights and economic empowerment activities for vulnerable groups of women, girls and disabled children.	against girls support services for victims.	<p>services (Health, Police, Education, Court, Social welfare, youth, community structures).</p> <ul style="list-style-type: none"> • Advocating for availability of comprehensive SRHR services.
	2. Women, including sex workers, protected from sexual gender-based violence and other forms of abuse.	<ul style="list-style-type: none"> • Community awareness campaign on the rights of women and gender-based violence. • Strengthening of the referral system on gender-based violence from the communities to district level stakeholders.
	3. Sustainable economic empowerment among women and vulnerable population promoted.	<ul style="list-style-type: none"> • Mobilization of women groups in communities • Capacity building on entrepreneurship, value addition, etc. • Economic empowerment activities such as Village Savings and Loans.

Thematic Area 4: Climate Change and Environmental Degradation

Strategic Outcomes	Strategic Outputs	Strategies
1. Enhanced environmental management to contribute to sustainable land and forest use to reverse the effects of land degradation and climate Change.	1. Arable land used sustainably to prevent soil erosion and loss of fertility.	<ul style="list-style-type: none"> • Mobilization of local farmers into groups that can be engaged. • Training of model local farmers on modern agriculture methods as trainer of trainers.
	2. Natural forests protected from deforestation.	<ul style="list-style-type: none"> • Awareness campaign to protect riverbanks and natural forests. • Tree planting to reduce the pressure on use of naturally growing trees for firewood.

Thematic 5: Institutional Capacity Development

Strategic Outcomes	Strategic Outputs	Strategies
1. Life Concern internal capacity developed to ensure effective and efficient delivery of its	i) Enhanced financial resources mobilization to support operations and community programmes.	<ul style="list-style-type: none"> • Develop a resource mobilisation strategy. • Train key staff on resource mobilisation including proposal development.

Strategic Outcomes	Strategic Outputs	Strategies
community programmes.		<ul style="list-style-type: none"> • Diversify income generating activities to include a company that will generate electricity for sale to ESCOM. • Expand the market for Linga Social Enterprise by targeting local and international NGOs across Malawi to purchase the reusable sanitary pads for distribution to school going girls.
	ii) Enhanced research for improving evidence-based programming through monitoring and evaluation of programmes.	<ul style="list-style-type: none"> • Train the research team on the Project Cycle Management, including monitoring and evaluation. • Build the capacity of the research team on quantitative and qualitative research methods, including data collection methods, analysis and reporting.

9. Implementation Modalities

We are committed to implement the strategies as outlined below to enable effective execution of this strategic plan:

i) Institutional Alignment

We will align all programmes, including all departments and individual assignments, duties, and roles, to the organization's goal and strategy to ensure we have concerted efforts in achieving our vision and mission.

ii) Adoption of Best Practices

We understand that best practices are approaches, processes and techniques that are generally accepted as best-known solutions to identified problems. We shall endeavour to identify these best practices and share the knowledge with staff. Moreover, management shall notice, reward, or adopt the practices that promote excellence in delivery of assignments and initiatives.

iii) Budget Control

We will ensure availability of funds for the implementation of this strategic plan. In this regard, we will administer the budget, manage budget risks and report variances accordingly. Annual audits of the accounts will form a norm for controlling the budget and instituting improvements where necessary.

iv) Strategic Plan Meetings

We will conduct regular strategic plan implementation meetings especially with the management team. Keeping management team aware of the process of planning and implementing the strategy is vital for attainment of the desired results. On the other hand, staff will be oriented and constantly appraised on LICO's vision, mission and its desired outcomes.

3. Monitoring and Evaluation

We will designate a monitoring, evaluation, and learning (MEAL) officer who will be responsible for day-to-day monitoring of the implementation of interventions as spelt out in this strategic plan. The officer will be responsible for collecting monitoring data within the LICO offices and from the stakeholders and beneficiaries of the interventions. Data will be collected using multiple methods and at intervals as agreed upon during the annual implementation planning.

On the other hand, LICO will conduct midterm evaluation of the implementation of the strategic plan as a learning exercise for adapting interventions to changes in the operating environment. In addition, at the end of five years, LICO will commission an independent end of strategic plan review to assess the effectiveness of its implementation and inform the next strategic plan.

Annex 1: Monitoring and Evaluation Framework

Results	Indicator	Baseline	Milestone 1 st Year	Milestone 1 st Year	Target 3 rd year	Sources of Data
Strategic Goal: Empower communities to access equitable and quality health, education and human rights services and protect the environment from degradation to mitigate effects of climate change.	% increase in the number of girls accessing quality SRH services. % decrease in teenage pregnancies and child marriages. % decrease in gender-based violence. % increase in number of farmers practicing modern agricultural methods.					National Demographic and Health Survey
Outcome 1: Enhanced Prevention of New HIV Infections and Provision of Care and Support Services to People Living With HIV/AIDS and TB.	% decrease of new HIV infections. Number of people living with HIV and TB supported by LICO.					DHO records Project reports
Outcome 2: Enhanced access and uptake of comprehensive quality SRHR services among communities.	% of girls giving birth before the age of 18.	43%				Data held by DHO and Education office.
Outcome 3: Increased access to quality education for children, adolescents and youth.	% increase in number of girls graduating from primary to secondary school.	33%				Data held by the district education office

Results	Indicator	Baseline	Milestone 1 st Year	Milestone 1 st Year	Target 3 rd year	Sources of Data
Outcome 4: Reduced gender-based violence through promotion of rights and economic empowerment activities for vulnerable groups of women, girls and disabled children.	% reduction of girls and women reporting that GBV is an issue in their community.	66%				Data held in the Social Welfare Office
Outcome 5: Enhanced environmental management to contribute to sustainable land and forest use to reverse the effects of land degradation and climate Change.	Number of trees planted through LICO projects. Number of farmers engaging in modern farming methods.					Project reports
Outcome 6: Life Concern internal capacity developed to ensure effective and efficient delivery of its community programmes.	LICO staff trained in research and resource mobilisation. Resource mobilisation strategy developed.	0 0	1	N/A	1	Staff training reports Resource mobilisation strategy

Annex 2: List of Board Members

Brief Profile of Board Directors

No	Full Name	Position on Board	Occupation/Profession	Job Position and Institution	Country of Residence	Contact Details
1	Ulemu Kumwenda	Chairperson	Accountant	Manager - Rumphi District SACCO	Malawi	lifeconcernorg@gmail.com +265888571773
2	Boddington Nyirenda	Member	Education	Retired District Education Manager – Ministry of Education	Malawi	lifeconcernorg@gmail.com +265888505569
3	Dr T Nyirenda	Technical advisor	Medical Doctor	Director of Health and Social Services – Ministry of Health (Rumphi District Hospital)	Malawi	lifeconcernorg@gmail.com +265885110094
4	Patrick Kamisa	Legal advisor	Magistrate	First Grade Magistrate – Mzuzu Court	Malawi	ppkamisa@yahoo.co.uk +265888362670
5	Paramount Chief Chikulamayembe	Patron	Chief	Paramount Chief – Rumphi District	Malawi	lifeconcernorg@gmail.com +265888397239
6	Mrs Ruth Mfunie	Member	Education	Retired Teacher – Rumphi Secondary School	Malawi	lifeconcernorg@gmail.com