

KAWJO FOUNDATION

Making A Difference In People's Lives



STRATEGIC PLAN 2024–2028



VISION STATEMENT

An Inclusive, economically empowered society where young people and women are skilled, productive and Self-reliant.

STRATEGIC PLAN DASHBOARD

DASHBOARD for **2024-2028** **KAWJO** **FOUNDATION** **STRATEGIC** **PLAN**

Vision

We desire "An Inclusive and Economically Empowered Society where Young People and Women are Skilled, Productive and Self-reliant"

Mission

Our mission is "To educate, alleviate poverty and transform the lives of the vulnerable in society"

Core Values

- Transparency &
- Accountability
- Team Work
- Innovativeness
- Results-Oriented
- Ethical

Strategic Priority Area 1

Food Security & Sustainable Livelihoods

Sub Component-Priority 1

-Youth in Integrated Agriculture & Aquaculture (IAA)
-Women in Sustainable Fish Processing

Goal for Strategic Priority 1

To ensure food security and sustainable livelihoods

Outcomes -Priority 1

-Improved Agriculture and Adjacent Technical skills of young people and women
-Increased number of young people venturing into Agriculture
-Improved production and productivity of IAA graduates and Women in Sustainable fishing

Key Strategic Initiatives

- Train the youth & women in IAA
- Set up IAA demonstration facilities in communities
- Provide advisory services in IAA
- Link IAA farmers to markets, entrepreneurs etc.
- Collaborate with Research institutions & universities on IAA
- Provide IAA consultancy services to investors
- Organize climate-smart capacity building for women in fish processing
- Facilitate formation of co-operatives for women in fish Processing
- Support women in fish processing to acquire Climate smart equipment such as kilns
- Facilitate linkages between women in fish processing and marketers/buyers
- Support certification of women in fish processing

Strategic Priority Area 2

Education & Skills Development

Sub Component-Priority 2

-Agriculture, Technical, Vocational Education Training (ATVET)
-Mainstream Schooling
-Gender Advocacy

Goal for Strategic Priority 2

To increase the knowledge and skill base of young people

Outcomes -Priority 2

-Increased knowledge in Aquaculture & Integrated Agriculture
-Improved school enrolment and retention especially among girls
-Increased knowledge in Gender issues

Key Strategic Initiatives

- Set up a Centre of Excellence for ATVET
- Organize field trips for Trainees
- Support ATVET graduates to fundraise for their agribiz
- Solicit Agribiz experts to support youth and women-led IAA
- Establish partnerships with research & higher learning Institutions
- Facilitate internships for ATVET graduates
- Provide financial support to needy but brilliant students especially girls
- Provide in-school girls with basic sanitation materials and services
- Set up aquaculture and environmental conservation systems in schools
- Provide capacity building on good governance for school management
- Advocate and create awareness on GBV
- Provide support for survivors of GBV via appropriate referrals

Strategic Priority Area 3

Humanitarian Services

Sub Component-Priority 3

-Disaster Prevention & Humanitarian Support
-Non-Disaster Humanitarian Support

Goal of Strategic Priority 3

To bring relief to disaster survivors and the vulnerable in society

Outcomes -Priority 3

-Increased Disaster Prevention Awareness
-Increased humanitarian support to disaster survivors
-Increased humanitarian support to the vulnerable in society

Key Strategic Initiatives

- Create awareness on disaster prevention
- Collaborate with disaster prevention agencies
- Support PWDs, PLWHAs & Ultra-Poor

Budget Highlight

Food Security & SL
2,366,992,289 MK QR
1,194,668 USD

Education & Skills Devt
3,071,018,200 MK QR
1,535,529 USD

Humanitarian Services
3,289,558,366 USD QR
1,644,730 USD

TOTAL
8,727,568,855 MK QR
4,374,927 USD

Total budget made up of
Capital Budget
1,020,000,000 MK
510,000 USD
Non Capital Budget
7,707,568,855 MK
3,853,784 USD
Emoluments
0 MK / USD

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FOREWORD

Strategic Plans are regarded by management experts as a powerful tool used to guide an organization to achieve the results required by it. Indeed, strategic plans are seen as the spine of an organization through which strides are made to achieve success. It is against this background that Kawjo Foundation took the bold step to depart from impulse management to a more scientific way of managing its affairs thus the call for the preparation of a strategic plan by the Board.

The preparation of this Strategic Plan was characterized by three elements namely (i) participation (ii) data driven and (iii) validations and approval. Participation was mainstreamed to bring every stakeholder with power and or interest to the strategy table. Soliciting the views of stakeholders was intended to make the plan reflect their priorities and interests and thereby committing themselves wholeheartedly in translating plan into action. In this direction internal and external stakeholders were profusely engaged in a manner that suited their availability. Every part of this strategic plan is as a result of a rigorous data collection process and analysis. Again, every stage of the process was subjected to validation by the stakeholders to ensure that the information being carried reflects their input.

The end result of this rigorous and meticulous process has culminated into this product-2024-2028 Strategic Plan for Kawjo Foundation. In this Plan, the vision of the leaders is ‘An inclusive, and economically empowered society where young people and women are skilled, productive and self-reliant’. The vehicle by which the vision will be achieved is couched in its mission statement “To educate, alleviate poverty and transform the lives of the vulnerable’. Three key pillars namely (i) Food security and sustainable livelihoods (ii) Education and Skills Development and (iii) Humanitarian Services have been captured to lead to the achievement of the vision. Each of these three strategic areas come with a goal. These goals are as follows:

- (i) To ensure food security and sustainable livelihoods
- (ii) To increase the knowledge and skill base of young people and women
- (iii) To bring relief to disaster survivors and the vulnerable in society

Strategic outcomes which when achieved will lead to the accomplishment of the goals were also crafted. To achieve these strategic outcomes, key strategic initiatives or activities were identified. Notable initiatives included the setting up of a centre of excellence for an Agricultural, Technical and Vocational Education Training (ATVET) to drive skill development in Agriculture and support young people and women to be enterprising, innovative and risk takers to secure their future. Other initiatives include supporting brilliant but needy students especially girls with basic logistics and sanitary products and services to encourage enrollment and retention in school. Disaster prevention awareness and humanitarian support to the ultra-poor reflects Kawjo Foundation’s inclination to inclusivity not leaving out Persons with Disability (PWDs) and Persons living with HIV/AIDS (PLWHAs).

An implementation as well as a Monitoring and Evaluation Plan have been designed to guide the execution and evaluation of the programmes and projects. A budget has also been drawn to support implementation. It is in this direction that a vigorous resource mobilisation plan has been developed to rigorously fundraise to prosecute the agenda set out in the strategic plan. On this note, the Trustees, Directors and staff of Kawjo Foundation would like to show their deepest appreciation for all those who in diverse ways contributed to the arrival of this beautiful day. It is our conviction that we can all work together to achieve the vision of the leaders of this organization.

PREFACE (Chairperson of the Board of Trustees)

“Strategy” is not a product of science rather it comes out of practical wisdom which is obtained from immense experience. I am proud to announce that this first Strategic plan has been formulated based on existence and experience of Kawjo Foundation overtime. It allows Kawjo Foundation to grow into a dynamic, meaningful and relevant organization which the Trustees look forward to. On behalf of all the Trustees, I wish to sincerely thank World University Services of Canada (WUSC) for providing the much needed Technical Support through the eminent Eric Adomako who guided and facilitated the development of this Plan. Special thanks are also due to the Executive Director and Management led by Ausward Zidana and Zione Makawa, respectively for the much needed input into the Plan. To all our partners, the Plan sets a framework through which we can align with you.

Thank you and God bless you all

Professor Emmanuel Kaunda
Chairperson, Board of Trustees, Kawjo Foundation

ACKNOWLEDGEMENTS

It is my pleasure as the Executive Director of Kawjo Foundation, on behalf of my Board to take this opportunity to thank various stakeholders for providing insights during the thoughtful process of consultation and drafting of the Strategic Plan. This 2024-2028 Strategic Plan is a result of rigorous effort and rich contributions from the organisation's Board of Trustees, Board of Directors and staff members as well as external stakeholders such as project beneficiaries and development partners. We also wish to appreciate the cooperation and support from our key partners as well as donors towards this work. Special recognition and appreciation goes to Eric Adomako for his tireless efforts and the expertise in facilitating the strategic planning process. Finally, special commendations go to our partner the World University Services of Canada (WUSC) for supporting this work through its Volunteer Cooperation Program (VCP). It is our expectation that this Strategic Plan (2024-2028) will assist Kawjo Foundation to achieve its mission as it continues to transform positively the lives of people.

Zione Makawa

ABBREVIATIONS AND ACRONYMS

| | |
|---------------|---|
| ATVET | Agricultural, Technical and Vocational Education Training |
| CST | Climate Smart Technologies |
| EMIS | Education Management Information System |
| FGDs | Focused Group Discussions |
| GBV | Gender Based Violence |
| GDP | Gross Domestic Product |
| IAA | Integrated Agriculture and Aquaculture |
| ICT | Information, Communication and Technology |
| IEC | Information, Education and Communication |
| MDA | Ministries, Departments and Agencies |
| MoU | Memorandum of Understanding |
| NEP | National Education Plan |
| NDRM | National Disaster Risk Management |
| NGO | Non-Governmental Organization |
| NPC | National Planning Commission |
| PESTLE | Political, Economic, Social, Technological, Legal and Environment |
| PLWHAs | Persons Living with HIV and AIDS |
| PWD | Persons with Disability |
| SDGs | Sustainable Development Goals |
| SWOT | Strength, Weaknesses, Opportunities and Threats |
| UN | United Nations |
| UNICEF | United Nations Children Emergency Fund |
| USD | United States Dollar |
| WUSC | World University Services of Canada |

I.0 INTRODUCTION

I.1 Overview of the Strategic Plan

The decision to develop a 5-year strategic plan for Kawjo Foundation was taken by the Board which is the highest level of decision making at Kawjo Foundation. In this strategic plan, the strategic direction of Kawjo Foundation has been clearly articulated.

The vision of Kawjo Foundation as articulated by the Board is to realize “An Inclusive and economically empowered society where young people and women are skilled, productive and self-reliant”. To get there, Kawjo Foundation seeks to educate, alleviate poverty and transform the lives of vulnerable people. This will be anchored on Kawjo Foundation’s core values of Transparency and Accountability, Team Work, Innovativeness, Results-Oriented, Ethics and Professionalism

The purpose of this Strategic Plan is to show the direction of Kawjo Foundation by setting clear goals and objectives. This path way will enable it serve its targeted constituencies efficiently and effectively by aligning resources to common goals, implement project initiatives according to plan and be able to monitor and evaluate the Plan to achieve stated results.

In the preparation of the plan, key stakeholders with power and or interest were consulted and mainstreamed to make the plan inclusive. Key stakeholders involved included Project beneficiaries, Board and staff of Kawjo Foundation, Development Partners as well as government agencies.

The plan preparation process started with a session between the Board and the facilitator to develop the roadmap. A stakeholder analysis was done to determine the key ones to consult based on the power and or interest they wield in the affairs of Kawjo Foundation. All selected stakeholders were reached out to at various times through online questionnaires and/or Focused Group Discussion (FGD). Collected data were analysed and validated. From this, a draft strategic plan was developed. The key stakeholders were then called upon once again to validate the plan. Feedback from them were incorporated to arrive at this final 2024-2028 Strategic Plan document for Kawjo Foundation.

This plan seeks to provide the direction for the next five years by educating, alleviating poverty and transforming the lives of the vulnerable in expectation of an inclusive and economically empowered society where young people and women are skilled, productive and self-reliant.

I.2 Poverty Situation in Malawi

Malawi is located in the South-Eastern part of Africa sharing borders with Mozambique, Zambia and Tanzania. In spite of its politically good standing in the comity of nations, Malawi has a struggling economy and is one of the poorest countries in the world, ranked 174 of 189 countries

on the Human Development Index. Malawi's economy is predominantly agricultural based¹. Gross Domestic Product (GDP) is only 13.16 billion United States Dollars (USD) as compared to its neighbors Tanzania 75 billion USD and Zambia 29 billion USD. Per capita Income which is the average income earned per person in a given area indicates that Malawi stood at 645.2 USD in 2022 as compared to its neighbour Tanzania's 1,192.8 USD and Zambia's 1,46.9 USD according to the World Bank. Literacy rate is 67.31% compared to Tanzania's 81.80%. Over half the population of Malawi according to the United Nations (UN) live in poverty, and one-fifth in extreme poverty. All this is manifested in hunger and malnutrition, limited access to education and other basic services, social discrimination and exclusion as well as the lack of participation in decision-making. Malawi faces continued challenges of deforestation, constrained water resources, declining fisheries, limited institutional capacity to manage natural resources, and farming practices that lead to soil erosion and reduced fertility, among others. Various social groups bear disproportionate burden of this poverty and readily young people, women, children PWDs and PLWHAs come for mention.

1.2.1 Policy and Legal framework on development in Malawi

Malawi's long term vision is captured in its Malawi 2063 Document prepared by the Malawi National Planning Commission (NPC). This document illuminates Malawi's vision of 'An inclusively wealthy and Self-reliant nation and composed of three pillars namely (i) Agricultural Productivity and Commercialization, (ii) Industrialization and (iii) Urbanization. In the medium term policy framework, Malawi has macroeconomic policies as well as medium term sectoral policies.

The government's medium-term macroeconomic policies seek to achieve the following objectives: (1) attain an average real GDP growth rate of five and a half percent; (2) lower the 12-month inflation and average inflation rate; and (3) strengthen its balance of payments, leading to an increase in the gross official international reserves. The Medium-term Sectoral Policies include Agriculture, Private sector development, Infrastructure, Social sector policies, Poverty reduction and safety nets, Environment and the civil service, local government, and governance. Of particular interest to Kawjo Foundation is the agricultural, social, poverty reduction and safety nets and the environment.

Malawi's constitution is the source of all development activities. Through that, it has mandated the Malawi NPC to spearhead development planning in Malawi hence the development of the Malawi 2063. From there Ministries, Departments and Agencies (MDA) are clothed with the power of policy decisions and implementation. This policy and legal framework is supported heavily by development partners (multilateral and bilateral), international and local NGOs as well as the private sector.

1.2.2 Institutional set-up and coordination

Implementation of this strategic plan will be entirely in the bosom of Kawjo Foundation. With the coming into being of the Strategic Plan spearheaded by the Board, management led by the Executive Director has the onus responsibility to implement the plan according to the implementation plan and budget that goes with it. Of course, Kawjo Foundation will link up with all the development partners including government through the MDAs, multilateral and bilateral institutions, international and local NGOs as well as the private sector to execute the Plan. Coordination therefore lies at the feet of the Executive Director with oversight responsibilities exercised by the Board.

1

1.3 Background to Kawjo

1.3.1 Who we are

Kawjo Foundation is a non-profit organization which was established in 2008. The Foundation targets the vulnerable in society particularly women, children, youth, Persons with Disabilities (PWDs), Persons Living with HIV/AIDS, the ultra-poor and sick. Kawjo Foundation services cover rural peri-urban and urban areas. Kawjo Foundation was initiated by three people (Trustees) whose initials led to the naming of the organization (Kawjo). Later developments led to the amendment of its constitution and additional Trustees appointed in the year 2022.

Kawjo Foundation was set up with the following objectives:

- Empower vulnerable and low-income communities and households with information, knowledge, resources and skills to enable them transform their lives
- Promote community-led and active participation of communities and households in all development and project initiatives
- Promote evidence-based (or research-based), gender-based and tailor-made agricultural, fisheries, climate change, food security innovations and technologies among vulnerable and low-income communities and households
- Promote enterprise-focused and market-based initiatives for increased income and food security
- Improve service delivery and impact of development initiatives through advisory and consultancy services
- Ensure that Kawjo is sustainable and self-reliant by maximizing the use of existing resources and securing additional resources

1.3.2 Organizational and Governance Architecture

a) Organizational Structure

Our organizational structure comprises a Board of Trustees, Board of Directors, and staff. The Staff is headed by an Executive Director and supported by a Programmes Manager and Project Officers as well as volunteers and interns. This is shown diagrammatically in Annex VI.

b) Roles and Responsibilities

Board of Trustees: The Board of Trustees is the founder of Kawjo Foundation. The Board assumes fiduciary responsibility for managing the assets and carrying out the purposes of Kawjo Foundation. They have oversight responsibility to deepening good governance, sustainability, results and integrity.

Board of Directors: The Board of Directors led by its chairperson directs the affairs of Kawjo Foundation. These are men and women of high integrity, diverse experience both in private and public life and are committed to change. They are nominated by the Board of Trustees. Their role is to set strategy, oversee management and protect the Kawjo Foundation in all its dealing towards the realization of its vision.

Executive Director: The Executive Director sees to the implementation of the policies, programmes, processes and role casting at Kawjo Foundation on a day-to-day basis using the strategic plan as a guide. The Executive Director assigns roles and responsibilities in the execution of the organization's plan and additionally has a responsibility of forging partnerships, branding, resources mobilization, monitoring and evaluation and churning out results to meet the goals and

vision of Kawjo Foundation. The Executive Director reports to the Board of Directors at regular intervals to account for its stewardship.

Programmes Manager: All the projects outlined in the strategic plan are coordinated and managed directly by the Programmes Manager. The Programmes Manager works with the Executive Director to ensure resource availability to implement planned projects. The Programs Manager reports results to the Executive Director.

Finance Manager: The Finance Manager is charged with the responsibility to oversee end-to-end finance operations, financial planning and analysis and balance sheet reconciliation. In all this, the finance Manager is to ensure proper reporting and keep the integrity of Kawjo foundation intact as far as its finances are concern.

Projects Officers: The Project Officers have a responsibility of implementing the various projects at Kawjo Foundation and support activities to the development and delivery of its projects in line with project objectives.

Volunteers and Interns: Kawjo Foundation accepts volunteers and interns. Some of the volunteers are experts in their fields and ready to commit their time to the cause of humanity. The Organization also receives students who are on internships. Kawjo Foundation provides the platform for these interns to learn on the job while applying knowledge gained in school.

c) Policies

Kawjo foundation operates on a number of policies aimed at standardizing its management processes. These policies include the following:

1. Human Resources Policies-Recruitment, Training, leave, Code of Conduct and Termination/Retirement,
2. Diversity and Inclusion
3. Safeguarding
4. Gender Mainstreaming
5. Child Protection
6. Financial and Procurement

d) Processes

Kawjo Foundation operates a transparent and all round communication flow. The Board holds regular management meeting and puts across its vision through the strategic plan. The Executive Director then marshals its staff to implement the strategic activities aimed at meeting the goals of the strategic priorities hence the vision of the Organization. Communication at Kawjo Foundation is fluid in that the channel of communication allows free flow of information at and across all levels.

Kawjo Foundation operates a gender friendly environment. It gives equal opportunities to both male and female staff and implement affirmative policies and actions to bridge the gap between the male and female in the society. These include giving female staff a fair chance to the management hierarchy through recruitment, training and mentoring.

Kawjo Foundation abhors any form of discrimination and abuse especially to women, children and PWDs and for that matter has consciously provided the necessary support to PWDs to access its offices without let or hindrance among others. Staff members have regular orientation on its child protection policies.

Kawjo Foundation goes through the following processes regularly:

- (1) Develop an action plan and budget for fiscal year with stakeholder engagements
- (2) Implement, monitor and evaluate the plan and budget
- (3) Prepare technical and financial reports
- (4) Submit financial accounts for external audit
- (5) Disseminate results and engage stakeholders for feedback

I.3.3 Sampled Interventions

Some of Kawjo Foundation's previous projects are shown below:

Kawjo Foundation Project Interventions



"Promotion of Innovative Integrated Aquaculture-Agriculture for climate change adaptation (PIIAA) among Women in Chisamba Village, Lilongwe District, Malawi"

This project involved facilitating construction of fish ponds, building capacity of women, fish and husbandry. Funded by Africa Adapt Limited, this project directly benefited 70 women and indirectly 400 women

Scaling up adaptive capacity of rural communities to climate change through innovative Integrated Aquaculture-Agriculture (IAA) was an expansion of the PIAA project funded by GEF & implemented by Bunda College & NEPAD Regional Fish Node. The Project reached and enhance the adaptive capacity to climate change of at least 250 households, with at least 50 fish ponds constructed for Innovative IAA and linking them to markets. and financial institutions.



Promotion of Energy Efficient Fish Processing Technologies" Project :

This project aimed at promoting energy-efficient FRISMO and Modified smoking kilns and solar tent driers which reduce deforestation by using little or no wood for fish processing. Benefits of this project include energy efficient technologies, enhancement of fish quality, project linkages with urban markets through an off-taker, higher profits and sustainable operations. Project directly benefited over 100 households and indirectly over 600 people mostly women

Kawjo Foundation Project Interventions



Between 2019 – 2022, Kawjo implemented a GIZ funded **Aquaculture Value Chain Project (AVCP)** which among others has resulted in improved women participation in climate smart aquaculture practices by 60%. The AVCP project among other aimed to achieve increased production from small scale pond-aquaculture so that there is more work available for the people in the sector B. it also targeted to improve organization of farmers in farmer associations. More than 4000 fish farmers were reached with this intervention.

Lend a hand project is also another project that was implemented by Kawjo in collaboration with Zvitang company in 2021. This intervention aims at supporting people living with disabilities with food items to survive through shocks but also with small start-up business capital for their sustenance. About 20 people were reached with this intervention as part of the remedy to curb impacts of post Covid 19 pandemic.



School Desks Project

Kawjo Foundation identified a number of schools in under deprived communities and earmarked them to be supported with desks and other facilities. One of the schools which benefitted from this project was Bunda Primary School. The desks were given to standard one pupils with the aim of making the school environment friendly to encourage teaching and learning. It is also particularly aimed at encouraging more girls not only to enrol but stay in schools

I.3.4 Current and Past Partners

Partnerships are critical to the delivery of our projects. These partnerships come with them technical and financial resources. Kawjo Foundation therefore relies a great deal on partners who share similar /same vision. Kawjo Foundation has over the years partnered with several individuals and institutions to undertake projects aimed at improving the living standards of the ordinary Malawian especially the vulnerable i.e. women, children, young people and ultra-poor. These organizations have been selfless and a fortress to the progress of Kawjo Foundation.

It is in this regard that Kawjo Foundation expresses its heartfelt appreciation to its past and current partners for committing their technical and financial resources to a worthy cause. The fight against deprivation, ignorance and poverty in the Malawian society is far from over. This Strategic Plan is therefore a clarion call to our past and current sponsors to renew and or strengthen their partnership with Kawjo Foundation and to continue the task of building a just and happy Malawi. For those organizations out there which share in our strategic compass, we implore you to join us to push the frontiers of development wide enough to accommodate the ordinary Malawian. We can assure you of transparency, goodwill and visibility. It is only prudent at this time of ushering our 2024-2028 Strategic Plan that we name and celebrate our past and current sponsors. Special mention is made of the Malawi Government as well as the following development partners and organizations:

1. Adapt Africa
2. EcoRET Micro Enterprise Agency Limited
3. Feed the Children
4. German Cooperation
5. GIZ
6. Global Affairs Canada
7. Global Environment Facility (GEF) through the UN (Malawi)
8. Innovative Fish Farmers Network Trust (IFFNT)
9. Irish Aid
10. Malawian Government
11. New Partnership for African Development (NEPAD) – Lilongwe University of Agriculture and Natural Resources (LUANAR)
12. WUSC
13. Zvitang
14. Cofad Consultants

Partners



**COFAD
Consultants**



giz Deutsche Gesellschaft
für Internationale
Zusammenarbeit (GIZ) Gr



You are invited to join us for a good Cause

I.4 Internal and External Environmental Scan

1.4.1 SWOT Analysis of Kawjo Foundation

Operations of businesses including Non-Governmental Organizations such as Kawjo Foundation are influenced by both internal and external factors. Taking stock of the internal and external environment and designing proactive measures to ameliorate or completely overcome the negative issues while taking advantage of the positive ones is critical for the survival of any organization with Kawjo Foundation being no exception. In this regard, tools such as the SWOT Analysis and PESTLE were used to analyze the internal and external environment respectively as shown below.

SWOT Analysis

| Strengths | Actions to be included in strategies to utilize the strengths |
|---|--|
| Transparency and Trustworthiness | Kawjo Foundation will build upon this by making its operations open to all stakeholders both internal and external. It will publish its financial results and operate an open door policy |
| Diverse and rich expertise in the Boardroom | Having initiated this strategic plan preparation, the Board will continually oversee the realization of the vision. In this direction, the Board will make its rich expertise and experience available to management in the form of advice |
| Lean and effective governance structure | With the prioritization of initiatives, management will rely on the free flow of information and communication to prosecute its strategic priorities and initiatives |
| High quality leadership | Decision making is critical to the success of any organization. With the high quality of leadership at Kawjo Foundation, it is expected that decision taking will be fast, data driven and implemented judiciously leading to the realization of the goals and objectives and the overall vision of Kawjo Foundation |
| Youthful, Energetic & Results-Oriented staff | In a fast pace terrain that Kawjo Foundation finds itself, it will rely on the youthful exuberance of its staff to achieve the results it desires. The organization will also leverage on the energies of this youthful staff to prosecute the key strategic initiatives that requires traversing the length and breadth of the country |
| Ability to retain qualified and disciplined staff | With the vision proposed by the Board, Kawjo Foundation will rely on its ability to retain qualified and disciplined staff to bring results which will inure to the benefit of all stakeholders especially the vulnerable that Kawjo Foundation has chosen to work with and for |
| Weaknesses | Strategies to be employed to eliminate weaknesses |
| Low publicity of program activities & results | In the past, results of Kawjo Foundation has not been adequately publicised. It is well understood now that publicity brings about credibility and larger reach with messages. In the light of this, Kawjo Foundation will subscribe to both traditional and social media such as Facebook, Instagram, X (Twitter), tic-tok etc. to bring its plan, messages and results to all and sundry |
| Low diversification of funding sources | Kawjo Foundation has previously relied on donors for its funding needs. The effect during the COVID era was evident when many of these funders pulled out for obvious reasons. Resource mobilisation under this strategic plan will be aggressive and all encompassing. Specifically, funding will be raised from both local and international and will include providing consultancy services to investors on Integrated Agriculture and Aquaculture. |

| | |
|---|---|
| Low networking with both local & international | Networking brings fresh ideas, new information and build confidence. Networking is an area that Kawjo Foundation has not done too well to enjoy the advantages that come with it. To this end, Kawjo Foundation as part of its key strategic initiatives seek to connect with academia, research institutions both home and abroad to broaden the scope of its programmatic areas hence results |
| Limited physical assets to generate substantial cash inflows to fund program activities | Resources mobilisation after COVID has been on a different trajectory. Kawjo Foundation does not have the physical assets that will generate cash flows to be ploughed back into its programming. It is for this reason that resource mobilisation under this plan will look at physical assets such as office spaces sharing to bring additional income for the purposes of funding its projects |
| Opportunities | Strategies to be employed to utilize the opportunities |
| An Enabling Environment following the birth of the 2063 Malawi Strategy | The design of the 2063 Malawi strategic is important to Kawjo Foundation. It gives Kawjo Foundation a basis to navigate itself and be aligned to governments vision. Alignment to government vision brings credibility, prioritisation and a foundation for resource mobilisation |
| A wide array of Development Partners who share in what we do | The path that Kawjo Foundation has chosen excites many development partners. The design of this strategic plan therefore has the potential to showcase what we do best and what we are capable of doing. Choosing to transform the lives of the ultra-poor, women and children as well as the sick is indeed an area that many development partners associate itself and therefore ready to exploit synergies. A stakeholder analysis will be conducted to identify all development partners who align to our vision and the necessary memorandum of understanding signed to commence partnerships |
| An Enabling Legal Environment for NGOs to operate without let or hindrance | The legal environment for licencing NGOs and acquiring permits though strict but quite fair. NGOs with the legal documentation are able to operate without harassment. For this reason, Kawjo Foundation will continue to engage the government sector responsible for legalising and licensing to enable it flourish as a medium to achieving its vision as prescribed in the strategic plan |
| Overwhelming demand for our services & approaches by locals | In its past programmatic activities, community members and including traditional authorities, religious bodies, local authorities and most importantly beneficiaries have used Kawjo Foundation as the standard for community development. Our acceptance in the communities is as a result of planning for and with them. They have been mainstreamed in project conception through implementation, monitoring and evaluation to project close-up. We will continue to engage them as equal partners with the intention of alleviating poverty in the communities and transforming their lives as explicitly stated in our mission and vision. |
| Threats | Strategies to be employed to mitigate the threats |
| Weak and Economic instability | Weak and economic instability is quite external to Kawjo Foundation as it does not have a direct influence on policy. in spite of this, and as active citizens looking for the best opportunities for vulnerable groups, we will continue to engage government on an advocacy role through public debate and civil discourse on the economy with the hope that government will take these proposals to better the economy for all the vulnerable people we work for and Malawians in general |
| Corruption in Society | Corruption is a canker in the Malawian society according to several publications from watch dog organisations. Again, Kawjo Foundation will contribute its quota to the discussions on corruption and how to reduce it in the Malawian society. We will first and foremost abstain from corruption and utilise the government whistle blowing policy as and when necessary |
| Political Instability | It is the utmost duty and responsibility of every Malawian to protect the constitution. We at Kawjo Foundation knowing the grave consequences of political instability to our constituents-the vulnerable will not engage in any nation wrecking activity overtly and covertly. We will continue to contribute to civil society discourse on the dangers of political instability and will always remain apolitical or non-partisan |

| | |
|------------------------|--|
| Political Partisanship | Public discourse crafted in excessive political partisanship does not augur well for democracies and for that matter the NGO sector in which Kawjo Foundation operates. We will be part of the comity of well-meaning Malawian individuals and organisations who will call for apolitical or non-partisanship in matters affecting the ordinary Malawian |
|------------------------|--|

I.4.2 PESTLE

Kawjo Foundation, like many other organizations is exposed to many risks which are not under its control. The following risk factors have been identified with the assumption that their occurrence will affect the implementation of the strategic plan of Kawjo Foundation. The PESTLE Analysis tool is used in this regard.

A) Political

Politics has a direct influence on projects anywhere in the world albeit variations. Kawjo Foundation has identified a number of political actions that could affect the implementation of its Strategic Plan if they happen. Political factors include the following:

- i) **Political Instability:** Political instability comes in the form of riots, wild protests, civil unrest and coup d'états. In a political instable environment, some organs of government become dysfunctional and cease to operate optimally. In the unlikely event that any this happens in Malawi, it will disrupt the implementation of our strategic plan. Kawjo Foundation will join well-meaning Malawians to drum home its negative effect on every citizen especially the vulnerable.
- ii) **Corruption:** Corruption is the dishonest or fraudulent conduct by those in power typically involving bribery. Corruption negatively affects distribution of a countries wealth and if it happens prices are likely going to increase and therefore throw our budget overboard.
- iii) **Excessive Partisanship:** Partisan politics is a product of democracy and therefore acceptable in all well-meaning societies, However, where there is excessive partisan politics and all national debates or discourses are viewed in a partisanship lens this will not augur well for all NGOs including Kawjo Foundation.

B) Economic

- i) **Volatile Exchange Rate Regime:** Volatility in foreign exchange is the unpredictable movement of the countries exchange rate. Once the foreign exchange market is panicky, prices of goods and services rise. Kawjo Foundations strategic plans comes with a budget that contains both capital and current expenditure. An unpredictable foreign exchange rate regime could throw our budget out of gear and thereby affect the implementation of the strategic plan.
- ii) **Rising Inflation:** Inflation is a measure of the rate of rising prices of goods and services. If prices of goods and services rise sharply this will affect Kawjo Foundation budget and hence the implementation of the projects contained in the strategic plan. It is important therefore that the state agencies responsible for the stability of this macro-economic indicator work hard at it to keep it optimally low.

iii) Rising Interest rates: When interest rates soar high in an economic, it has a direct impact on the prices of goods and services. Interest rate is the amount lenders charge borrowers and is a percentage of the principal. So for Kawjo Foundation to operate within its budget it is expected that interest rates will remain competitive and prices will not escalate wantonly.

iv) Economic decline: An economic decline is manifested in a period of recession. A recession is a sustained period of weak or negative growth in real GDP that is accompanied by a significant rise in the unemployment rate. Such an economy will not bode well for Kawjo Foundation in that its operational cost as well as capital expenditure will be thrown out of gear.

C) Social

a) Regressive Cultural Norms-Cultural norms are basically shared beliefs, or values and the human behaviors that support these values within a given society. If these beliefs do not bring about positive development, then they are seen as regressive. Regressive cultural norms such as underage sex between girls and older men, early marriage, and genital mutilation in the Malawian society have to change if Kawjo Foundations developmental plans are to be realized.

D) Technological

i) Internet Access and Speed: Malawi's internet penetration rate stood at 24.4 percent of the total population at the start of 2023. This is considered relatively low. Most of Kawjo Foundations training and communication will be based on internet access and speed. It is therefore incumbent on state authorities to better internet access and speed.

ii) Extent of ICT use: Malawi has a very poor and underdeveloped ICT infrastructure and very low levels of ICT access in education institutions. This must improve if Kawjo Foundation is to have a successful program of implementation.

E) Legal

i) Compromised Judiciary: All organizations be they business or non-business require an assertive, fair and balanced judiciary in times of dispute. Kawjo Foundation's ambitious 5-year strategic plan will not materialize fully if the judiciary is compromised and cannot give judgement based on integrity.

F) Environmental

i) Climate Change: Unpredictable weather events may delay projects or even mess up work in progress.

ii) Natural Disasters: Natural disasters come with it loss of lives and destruction of property. Malawi in the past, has experienced natural disasters through flooding and cyclones. If any of these Act of God happens in any of the operational areas of Kawjo Foundation, it stands to say that its strategic plan implementation will be negatively affected.

1.5 Rationale for the development of the Strategic Plan

Kawjo Foundation has over the years has been operating without a consciously developed strategic plan thereby making many of its management decisions to be more reactive than proactive. The Board in view of the fast changing business and economic environment globally then took a bold decision to develop one.

Primarily, the chorus to develop a strategic plan was basically founded on the need to set overall goals for Kawjo Foundation and to develop a plan to achieve them. It was also to align its mission to the vision of the Board. Again, in a resource constraint environment that Kawjo Foundation finds itself, the Board felt the preparation of a strategic plan was one of the prudent avenue by which management can achieve its goals through prioritization. Additionally, one of the rational for the preparation of the strategic plan was also to enable Kawjo Foundation to evaluate results. To Kawjo Foundation, the preparation of the strategic plan was the surest way to determine how relevant, effective, efficient, impactful and sustainable its operations are through monitoring and evaluation.

1.6 Linkages with relevant government development strategies and policies

This strategic plan reflects the strategies and development policies of the Government of Malawi. All the three strategic priorities namely Food Security and Sustainable Livelihoods, Education and Skills Development and Humanitarian Services advocated by Kawjo Foundation are directly linked to either the governments National Agricultural Policy, National Education Policy (NEP) and the National Disaster Risk Management Policy (NDRM).

The goal of Malawi's National Agricultural Policy is to "To contribute to the attainment of national food security, poverty reduction and national economic development objectives" This goal compares favorably with Kawjo Foundations Food Security and Sustainable Livelihoods Goal of "To ensure food security and sustainable livelihoods". The National Agricultural Policy also highlights crop production, fisheries and aquaculture development and livestock production. Indeed, the Strategic Plan of Kawjo Foundation looks at Integrated Agriculture and Aquaculture and this reflects the items identified in the National Agricultural Policy.

The second strategic area Kawjo Foundation is pursuing is Education and Skills Development. This aligns favorably with the NEP in which it identifies that children especially girls do not enroll in school or drop out of school because of lack of finance, academic related materials or sanitation facilities

The third strategic priority of Kawjo Foundation is in the area of Disaster and support services. This takes root from the governments NDRM Policy in which prevention and awareness creation is key.

1.7 Strategic Plan development methodology

Strategic Planning has unsurprisingly caught up with many organizations across the globe probably as a response to the cliché or maxim that 'if you fail to plan, you plan to fail'. Kawjo Foundation, in a bid to establish a meticulous sense of direction and also serve its target population efficiently and effectively to bring about the much-needed change in society, took a bold decision to develop a 5-year strategic plan for the period 2024-2028.

To kick start, Management of Kawjo Foundation with the assistance of World University Services of Canada (WUSC) acquired the services of a facilitator to facilitate the process. Immediately after the acquisition, an inception meeting was held where a schedule was agreed upon and

approved. The Facilitator adopted a methodology of open engagement with all key stakeholders across the organization and beyond. The aim was to achieve diversity by bringing a broad range of people to the strategy table and gain new and invaluable perspectives that lead to creative opportunities for Kawjo Foundation's future.

The Consultant conducted a desk study where documents including Kawjo Foundation's constitution, organizational profile, projects and budgets were reviewed. This enabled the desk study allowed a conceptual model of the ground to be developed. This also gave the Facilitator the necessary baseline information in understanding the workings of the organization. Following from that, the Facilitator developed semi-structured questionnaires and an interview guide to collect primary data from internal and external key stakeholders. These stakeholders included the Board of Trustees, Board of Directors, staff, project beneficiaries, government officials and Development Partners. The Interview Guide was used to collect information through FGDs from project beneficiaries. Responses from the stakeholders were analyzed and triangulated. Findings, conclusions and recommendations were then made and presented to stakeholders for validation and the basis for the strategic plan preparation. The data collecting tools elicited responses on several spheres such as internal and external environment, core values, vision and mission, strategic areas/thematic areas, programmatic activities and sustainability.

With all the necessary data collected, analyzed and validated, the Facilitator proceeded to craft the strategic Plan. A draft strategic Plan was developed which was validated by the stakeholders. Feedback received was incorporated into the draft plan to arrive at the Final Strategic Plan which was subsequently approved by the Board of Trustees and Directors.

2.0 STRATEGIC DIRECTION

2.1 Vision

An inclusive and economically empowered society where young people and women are skilled, productive and self-reliant

2.2 Mission

To educate, alleviate poverty and transform the lives of the vulnerable in society

2.3 Core Values

Transparency and accountability: Kawjo Foundation works with several stakeholders both internal and external. We have made it our duty to be transparent and accountable as we demand same from our stakeholders. From our part, we open our operations to the outside world. We regularly provide accurate financial and technical information to our stakeholders and seek feedback as a way of continuous improvement. All our transactions and dealings are at arm's length and this brings value for money.

Team work: Kawjo Foundation, like all other organizations, is an assembly of individuals. At Kawjo Foundation we believe that individuals who do not work for the team do not create the right synergies to achieve the results Kawjo Foundation so much craves for their stakeholders especially project beneficiaries. It is in this vein that Kawjo Foundation sensitizes its staff through constant engagement, collaboration and orientation to enable them appreciate the importance of working fluidly for the benefit of the team. The value of teamwork at Kawjo Foundation has led to learning because individuals come with their own set of skills and strengths and with a cordial working environment, staff members have learned positively from one another and have become more effective and efficient.

Innovativeness: Constantly creating new things has been the hallmark of Kawjo Foundation. We have not shied away from experimenting knowing very well that it is the only way by which we can innovate. We strive to engage in and support new ideas to make us relevant in the space. By pursuing innovation, we become productive and make the value we present to our clients ever sustainable. We do this by understanding the clients we seek to serve and work with them every step of the way.

Results-Oriented: One of the critical core values that Kawjo Foundation has developed over the years is being results-oriented. At Kawjo Foundation, we believe in performance but cherish results. We see results as a final consequence of a sequence of actions or events expressed qualitatively or quantitatively. We believe that our daily performance must lead or produce the right results planned or unplanned, that is beneficial and brings satisfaction to our client. As a result-oriented organization we focus on bringing value to our stakeholders. For us at Kawjo Foundation, real results are when there is a shift away from misery, poverty, ignorance and other unwanted inhumane conditions. These we have achieved in no small measure over the years and we will hold tight to it in the coming years.

Ethical: Kawjo Foundation comes into contact with people from all spheres of life. It comes across the aged, young people as well as children. We work with the sick, poor and rich as well as people of various colours. All these segments have their distinct characteristics and expectations and therefore the way they are interacted with matters. Data is constantly being collected from them and we resolve to keep them confidential and share their data only when it is absolutely necessary and with their express and prior approval. We also deal with them in a manner that does not hurt their sensibilities and pride no matter how venerable they may seem.

Professionalism: Kawjo Foundation places a lot of premium on competence. Professionalism only happens when both hard and soft skills as well as attitudes congregate in the right mix. So therefore at Kawjo Foundation, we do not compromise on the right qualifications for each position that is available to be filled. Staff are given continuous training opportunities to improve

and to put them in top shape to provide quality services to clients. Kawjo Foundation also places premium on soft skills like communication, team work, leadership, time management, critical thinking and emotional intelligence. Conducting oneself with responsibility, integrity, accountability and excellence is a way of life at Kawjo Foundation.

2.4 Theory of Change

2.4.1 Problem definition

a) Poverty

Poverty amongst Malawians is so pervasive and thus has been ranked among the world's poorest countries by the UN Human Index. Malawi's GDP is only 13 billion USD while per capita income stood at 471.93 in 2023 according to the International Monetary Fund (IMF). With this, Malawi is expected to double its 'steps' in order to catch up with its neighbors-Zambia and Tanzania whose per capita income as at 2023 stood at 1,308.10 USD and 1,057 USD respectively. One of the causes of this pervasive poverty is food insecurity caused as a result of the effect of climate change, low productivity, lack of modern farm tools and machinery and low skill in agriculture technical skills among others. Tied to this problem is the issue of young people not attracted to the agricultural sector and even if they do, they do not possess the technical and soft skills required to pursue their own enterprises in agriculture and other sectors. Farm implements and inputs are rudimentary and thus unproductive. Farming methods are outmoded and contribute to deforestation and land degradation. A combination of these and many others have made the average Malawian poor. The most hit are young people and women. This is because they do not have the technical and soft skills to be employable or venture into their own agricultural enterprise.

b) Low level of Education and Skills Development

Education and Skills Development is revered as the bedrock of a nation's development and highly regarded as the panacea for uplifting citizens from poverty, ignorance and misery to the path of prosperity. Countries which have high literacy rates have a corresponding high GDP and welfare system. South Korea and Malaysia etc. have risen to be known as the "Asian Tigers" largely because they saw the need to invest in Education and Skills Development. According to World Data Atlas, in 2022, Malawi, Tanzania and Zambia's literacy rates were 68.1%, 82% and 82.9% respectively. The Malawi National Education Policy (NEP) 2016, identifies some of the challenges of Education and Skills Development as inadequate teaching and learning materials, availability of adequate qualified teachers, class space and inadequate sanitary facilities. The Educational Management Information System (EMIS) also reveals that almost half of the standard one enrolment does not survive up to standard five. This is worrying indeed and it is for very good reasons that the MEP prioritizes AT-VET, quality access and enhanced Science and Technology as the road map to access and quality and relevant Education and Skills Development. As a result of these challenges enrollment and school retention especially for girls have been impeded. The lack of adequate knowledge and information has led to the rise in Gender Based Violence (GBV). According to the United Nations Children Emergency Fund (UNICEF), in 2016, around 42% of women in Malawi reported experiencing physical violence since the age of 15, and 1 in 5 women

reported experiencing sexual violence It is feared that many of these GBV are unreported due to cultural practices, stigma and a slow and unreliable judiciary. 2.5.3 Humanitarian Services

c) Natural Disasters

There comes a time when as a result of natural disasters people become vulnerable and need help. Disasters are catastrophic events which bring intolerable amount of pain to the affected and their families and loved ones. People die and properties are destroyed. Malawi has not been spared of these Acts of God, it has on several occasions been hit by disasters in the form of floods, fires and cyclones. A recent disaster that hit Malawi was Cyclone Freddy which immobilized many, killed loved ones and destroyed properties. These Acts of God are mostly not predictable but preventive measures can be put in place to minimize its effect and the suffering that comes with it. Awareness among Malawians on disasters, prevention and mitigating measures are scanty. Also problematic is assistance to restore survivors to path of recovery and normalcy as well as coping strategies.

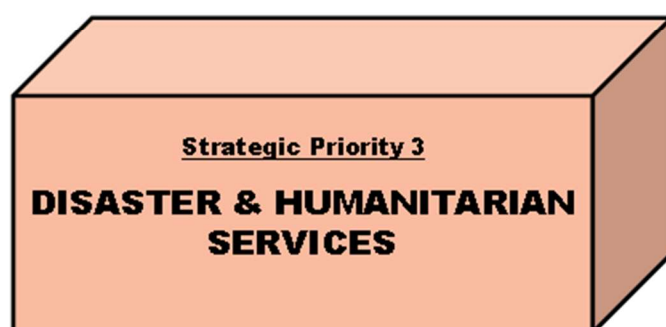
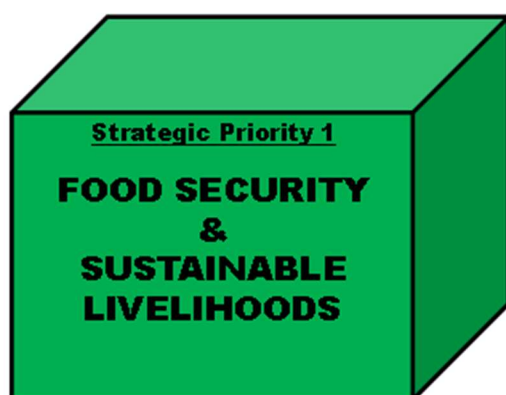
d) Lack of Inclusion

The market system of economics seems to sway many countries in that distribution of wealth is left at the whims and caprices of demand and supply. An economy is only good adjudged to be excellent when demand and supply forces are made to work uninterrupted. This type of economic system leaves so many behind and a new world order is required to bring the excluded to the centre through safety nets. Malawi can thrive better if it carries all its citizens along the path of development. Malawi has a large chunk of citizens who are ultra-poor and vulnerable as a result of exclusion. PWDs and PLWHAs are all examples of citizens who are left behind.

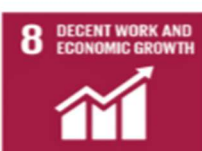
2.4.2 Key Strategic Areas

- i) Food Security and Sustainable Livelihoods
- ii) Education and Skills Development
- iii) Disaster and Humanitarian Services

Kawjo Foundation Strategic Priority Areas



Targeted SDGs



Goals

Having enumerated some of the problems affecting the ordinary Malawian, our goals are in three folds namely:

- (i) To ensure food security and sustainable livelihoods
- (ii) To increase the knowledge and skill base of young people
- (iii) To bring relief to disaster survivors and the vulnerable in society

2.4.3 Assumptions and risks

All the goals are only achievable on the assumption that natural disasters will not be experienced in the project areas. Other assumptions are that prices will remain stable and the project beneficiaries will continue to support Kawjo Foundation to prosecute this agenda. Finally, an assumption is made to the effect that Kawjo Foundation can mobilise funds to execute the projects.

2.4.4 Outcomes

Food Security and Sustainable Livelihoods

- a) Improved Agriculture and Adjacent Technical skills of young people and women
- b) Increased number of young people venturing into Agriculture
- c) Improved production and productivity of IAA graduates and Women in Sustainable fishing

Education and Skills Development

- a) Increased knowledge in Aquaculture & Integrated Agriculture
- b) Improved school enrolment and retention especially among girls
- c) Increased knowledge in Gender issues

Disaster and Humanitarian Services

- a) Increased Disaster Prevention Awareness
- b) Increased humanitarian support to disaster survivors
- c) Increased humanitarian support to the vulnerable in society

2.4.5 Strategic Priorities

Three strategic Priorities have been identified. They are as follows:

- i) Food Security and Sustainable Livelihoods
- ii) Education and Skills Development
- iii) Humanitarian Services

2.4.6 Outputs and Key Strategic Areas

To achieve the outcomes which will lead to achievement of goals, outputs and key strategic initiatives have been designed. These are as well captured in the Theory of Change tables below:

Food Security and Sustainable Livelihoods

- i. Train young people and Women in Integrated Agriculture & Aquaculture under the ATVET sub- component
- ii. Set up Integrated Agriculture & Aquaculture demonstration systems in communities
- iii. Provide hands on advisory services in Integrated Agriculture & Aquaculture

- iv. Link Integrated Agriculture & Aquaculture farmers to markets etc.
- v. Collaborate with research institutions and Universities
- vi. Provide consultancy services in Integrated Agriculture & Aquaculture to investors
- vii. Organize climate smart capacity building for Women in Sustainable fish processing under the ATVET sub component
- viii. Facilitate the formation of cooperatives involving Women in Sustainable fish processing
- ix. Support Women in Sustainable fish processing to acquire climate smart technologies and equipment such as kiln
- x. Facilitate linkages between Women in Sustainable fish processing to fish marketers/buyers
- xi. Collaborate with institutions such as fisheries department research institutions and universities
- xii. Support certification of Women in Sustainable fish processing

Education and Skills Development

- i. Set up a Centre of Excellence for ATVET to train young people and women in Integrated Agriculture and Aquaculture
- ii. Organize field trips for Integrated Agriculture and Aquaculture trainees and graduates
- iii. Support ATVET graduates to fundraise to support their agribusiness
- iv. Solicit short and long term
- v. Agribiz experts to provide support for youth and women initiated Integrated Agriculture and Aquaculture ventures
- vi. Establish partnerships with research institutions and universities
- vii. Facilitate internships for ATVET students and graduates
- viii. Provide financial support to needy but brilliant students especially girls
- ix. Support in-school girls with basic sanitation materials and services
- x. Provide desks etc. to underprivileged schools
- xi. Set up Integrated Agriculture and Aquaculture environmental conservation systems in schools
- xii. Introduce Artificial Intelligence training in basic schools
- xiii. Provide capacity building on good governance for school management
- xiv. Advocate and create awareness in gender-related violence and prevention
- xv. Provide support for survivors of GBV through appropriate referrals

Humanitarian Services

- i. Create awareness on disaster prevention
- ii. Collaborate with disaster prevention agencies
- iii. Provide humanitarian support to disaster survivors
- iv. Provide humanitarian support to PWDs
- v. Provide humanitarian support to PLWHAs
- vi. Provide humanitarian support to the Ultra-Poor

Table 1: Theory of Change-Food Security and Sustainable Livelihoods

| Strategic Priorities | Problem | Goal | Outcomes | Sub components | Output | Key strategic Initiatives |
|---|--|--|---|--|---|---|
| Food Security & Sustainable Livelihoods | a) National food insecurity b) Youth & women unemployment & underemployment | <u>Goal</u> To ensure food security and sustainable livelihoods | a) Improved Agriculture and Adjacent Technical skills of young people and women b) Increased number of young people venturing into Agriculture | a) Youth in Integrated Agriculture and Aquaculture | 5,000 young people trained | 1.1.1 Train young people and Women in Integrated Agriculture & Aquaculture under the ATVET sub-component |
| | | | | | 12 Demonstration systems | 1.1.2 Set up Integrated Agriculture & Aquaculture demonstration systems in communities |
| | | | | | 250 individuals | 1.1.3 Provide hands on advisory services in Integrated Agriculture & Aquaculture |
| | | | | | 15 organizations | |
| | | | | | 200 farmers linked to markets | 1.1.4 Link Integrated Agriculture & Aquaculture farmers to markets etc. |
| | | | | | 25 Research and Universities | 1.1.5 Collaborate with research institutions and Universities |
| | | | | | 500 investors | 1.1.6 Provide consultancy services in Integrated Agriculture & Aquaculture to investors |
| | | | c) Improved production and productivity of IAA graduates and Women in Sustainable fishing | Women in Sustainable Fish Processing | 1,000 capacity building workshops organized | 1.2.1 Organize climate smart capacity building for Women in Sustainable fish processing under the ATVET sub component |
| | | | | | 10,000 women processors trained | |
| | | | | | 20 cooperatives formed | 1.2.2 Facilitate the formation of cooperatives involving Women in Sustainable fish processing |
| | | | | | 500 women reached | 1.2.3 Support Women in Sustainable fish processing to acquire climate smart technologies and equipment such as kiln |
| | | | | | 100 facilities promoted | |
| | | | | | 200 linkages made | 1.2.4 Facilitate linkages between Women in Sustainable fish processing to fish marketers/buyers |
| | | | | | 5 MoUs signed | 1.2.5 Collaborate with institutions such as fisheries department research institutions and universities |

| | | | | | | |
|--|--|--|--|--|-----------------------|---|
| | | | | | 20 women certified | 1.2.6 Support certification of Women in Sustainable fish processing |
|--|--|--|--|--|-----------------------|---|

Table 2: Theory of Change-Education and Skills Development

| Strategic Priorities | Problem | Goal | Outcomes | Sub component | Output | Key strategic Initiatives |
|----------------------------------|---|--|--|-------------------|---|--|
| Education and Skills Development | a) Lack of technical skills in Agriculture and its adjacent sectors b) Low enrolment and retention in schools especially girls c) High GBV rate | To increase the knowledge and skill base of young people | a) Increased knowledge in Aquaculture & Integrated Agriculture b) Improved school enrolment and retention especially among girls c) Increased knowledge In Gender issues | ATVET | 2 No. Centre of Excellence constructed | 2.1.1 Set up a Centre of Excellence for ATVET to train young people and women in Integrated Agriculture and Aquaculture |
| | | | | | 10 Field trips organized | 2.1.2 Organize field trips for Integrated Agriculture and Aquaculture trainees and graduates |
| | | | | | 150 ATVET supported to fundraise | 2.1.3 Support ATVET graduates to fundraise to support their agribusiness |
| | | | | | 20 Agric Experts | 2.1.4 Solicit short and long term Agribiz experts to provide support for youth and women initiated Integrated Agriculture and Aquaculture ventures |
| | | | | | 20 research and Universities partnered | 2.1.5 Establish partnerships with research institutions and universities |
| | | | | | 250 ATVET graduates provided internship opportunities | 2.1.6 Facilitate internships for ATVET students and graduates |
| | | | | Mainstream school | 70 school children supported | 2.2.1 Provide financial support to needy but brilliant students especially girls |
| | | | | | 1500 girls supported | 2.2.2 Support in-school girls with basic sanitation materials and services |
| | | | | | | 2.2.3 Provide desks etc. to underprivileged schools |
| | | | | | 10 schools | 2.2.4 Set up Integrated Agriculture and Aquaculture environmental conservation systems in schools |
| | | | | | 100 school children | 2.2.5. Introduce Artificial Intelligence training in basic schools |
| | | | | | 5 Schools | 2.2.6 Provide capacity building on good governance for school management |

| | | | | | | |
|--|--|--|--|-----------------|------|---|
| | | | | Gender Advocacy | 5000 | 2.3.1 Advocate and create awareness in gender-related violence and prevention |
| | | | | | 200 | 2.3.2 Provide support for survivors of GBV through appropriate referrals |

Table 3: Theory of Change-Humanitarian Services

| Strategic Priorities | Problem | Goal | Outcomes | Sub component | Outputs | Key strategic Initiatives |
|-----------------------|---|---|--|-------------------------------|--------------------------|--|
| Humanitarian Services | a) Low disaster prevention awareness b) Low level of support for disaster survivors c)Low level of support for the vulnerable | To bring relief to disaster survivors and the vulnerable in society | a) Increased Disaster Prevention Awareness | Disaster Prevention Awareness | 100 | 3.1.1 Create awareness on disaster prevention |
| | | | | | 100 collaboration | 3.1.2 Collaborate with disaster prevention agencies |
| | | | b) Increased humanitarian support to disaster survivors c)Increased humanitarian support to the vulnerable in society | Humanitarian support | 600 survivors reached | 3.2.1 Provide humanitarian support to disaster survivors |
| | | | | | 250 PWDs reached | 3.2.2 Provide humanitarian support to PWDs |
| | | | | | 500 PLWHA supported | 3.2.3 Provide humanitarian support to PLWHAs |
| | | | | | 1,000 ultra-poor reached | 3.2.4 Provide humanitarian support to the Ultra-Poor |

3.0 IMPLEMENTATION PLAN

3.1 Institutional arrangements

Kawjo Foundation has an Organizational structure (Annex VI) made up of the Board of Trustees, Board of Directors and staff led by the Executive Director. The staff will be solely in charge of implementation. The Board will provide oversight over the implementation.

3.2 Implementation strategy

Several steps are articulated in the implementation strategy. They are as follows:

- a) *Reviews*: Our implementation strategy involves weekly, quarterly and annual review of the plan to enable us in real time evaluate our progress. Weekly and quarterly reviews will be done by staff and it is intended to ensure that benchmarks are met. Midyear reviews will involve staff and the Board while annual reviews may involve other stakeholders apart from staff and board.
- b) *Metrics*: Metrics have been assigned to all indicators and as such data will be collected at every stage to enable measurement, reporting and annual reviews
- c) *Training*: Staff implementing the Strategic Plan will be given regular training to enable them implement the plan accordingly.
- d) *Mainstreaming of stakeholders*: All key stakeholders will be mainstreamed and their brought on board especially those of the project beneficiaries.
- e) *Regular financial audit* will be carried on to ensure value for money

3.3 Risks and mitigation measures

The major risk being anticipated is high costs. Kawjo Foundation will therefore charge its Finance and Procurement Unit to do due diligence to ensure value for money. Weather conditions which are seemingly erratic may also be a challenge. Kawjo Foundation will rely heavily of daily weather updates from the relevant agencies and plan accordingly. Also is the risk of public health such as COVID. Kawjo Foundation will uphold all the standards of cleanliness and other precautions to forestall any such occurrences.

4.0 ESTIMATED COST OF THE PLAN

It will cost Kawjo Foundation 8,727,568,855 Malawi Kwacha to fund the 2024-2028 Strategic Plan. Its equivalent in USD is 4,374,927. The details are in Annex II

5.0 MONITORING AND EVALUATION

Kawjo Foundation adapts the Results Based Monitoring and Evaluation (RBME) approach. This means that evaluating results is key in our dealings. Monitoring will be geared towards ensuring that our plan and budget are going accordingly while the evaluation aspect is to ensure that our project is relevant, coherent, effective, efficient, impactful and sustainable. Our M&E system takes into account all the indicators, processes and tools that will be used to measure the implementation of the Strategic Plan. This is demonstrated in our logical framework (log frame).

The log frame gives a detailed description of the program showing how the program activities will lead to the immediate outputs, and how these will lead to the outcomes and goal. In our M&E activities, data will be collected on inputs, outputs, outcomes and goals through set indicators. These indicators are defined so that they can be calculated the same way every time. The source of data, frequency, responsibility and reporting are all captured in the log frame. Data collected will be analysed, validated and reports made and disseminated to stakeholders.

6.0 REVIEW OF THE PLAN

This strategic plan is intended to be an active product, it is expected that it will be reviewed and revised as well.

Review: Weekly and quarterly reviews will be done by staff led by the Executive Director and this will be in the form of checking upcoming benchmarks. Mid-year and annual reviews will also be done together with the Board to evaluate the progress of work. Reports on both mid-year and annual reviews are to be communicated to the Board. The reviews are important for the organization to learn, evaluate and correct any issue in real time.

Revision: This will involve updates to reflect new realities or lessons learned. Revision can be minor or significant. Situations that may call for revision may include key program exceeding expectations, or the organization has received an unexpected windfall grants or the condition under which this plan has materially changed.

7.0 ANNEXES

Annex I: Implementation Plan matrix

| Strategic Priority Area | Sub component | Index | Key Strategic Activity | Year | | | | | Responsible Officer |
|---|---|-------|---|------|---|---|---|---|--|
| | | | | 1 | 2 | 3 | 4 | 5 | |
| Food Security and Sustainable Livelihoods | Integrated Agriculture and Aquaculture | 1.1.1 | Train young people and women in Integrated Agriculture & Aquaculture under the ATVET sub- component | | | | | | Project Officer (Sustainable Livelihoods) |
| | | 1.1.2 | Set up Integrated Agriculture & Aquaculture demonstration systems in communities | | | | | | Same |
| | | 1.1.3 | Provide hands on advisory services in Integrated Agriculture & Aquaculture | | | | | | Same |
| | | 1.1.4 | Link Integrated Agriculture & Aquaculture farmers to markets etc. | | | | | | Same |
| | | 1.1.5 | Collaborate with Research institutions and Universities | | | | | | Programme Officer |
| | | 1.1.6 | Provide consultancy services in Integrated Agriculture & Aquaculture to investors | | | | | | Executive Director |
| | Women in Sustainable Fishing Processing | 1.2.1 | Organize climate smart capacity building for women in fish processing under the ATVET sub component | | | | | | Project Officer (Education and Skills Development) |
| | | 1.2.2 | Facilitate the formation of cooperatives involving women in fish processing | | | | | | Project Officer (Sustainable Livelihoods) |
| | | 1.2.3 | Support women in fish processing to acquire climate smart technologies and equipment such | | | | | | Same |

| | | | | | | | | | |
|----------------------------------|----------------------|-------|--|--|--|--|--|--|--|
| | | | as kiln | | | | | | |
| | | 1.2.4 | Facilitate linkages between women in fish processing to fish marketers/buyers | | | | | | Programme Officer |
| | | 1.2.5 | Collaborate with institutions such as fisheries department research institutions and universities | | | | | | Executive Director |
| | | 1.2.6 | Support certification of women in fish processing | | | | | | Project Officer (Sustainable Livelihoods) |
| Education and Skills Development | ATVET | 2.1.1 | Set up a Centre of Excellence for ATVET to train young people and women in Integrated Agriculture and Aquaculture | | | | | | Project Officer (Education and Skills Development) |
| | | 2.1.2 | Organize field trips for Integrated Agriculture and Aquaculture I trainees and graduates | | | | | | same |
| | | 2.1.3 | Support ATVET graduates to fundraise to support their agribusiness | | | | | | same |
| | | 2.1.4 | Solicit short and long term Agribiz experts to provide support for youth and women initiated Integrated Agriculture and Aquaculture ventures | | | | | | Project Officer (Education and Skills Development) |
| | | 2.1.5 | Establish partnerships with research institutions and universities | | | | | | Executive Director |
| | | 2.1.6 | Facilitate internships for ATVET students and graduates | | | | | | Project Officer (Education and Skills Development) |
| | Mainstream Schooling | 2.2.1 | Provide financial support to needy but brilliant students especially girls | | | | | | Project Officer (Education and Skills Development) |
| | | 2.2.2 | Support in-school girls with basic sanitation materials and services | | | | | | Project Officer (Education and Skills Development) |

| | | | | | | | | | |
|--|--------------------|-------------------------------|---|--|--|--|--|--|--|
| | | 2.2.3 | Provide desks etc. to underprivileged schools | | | | | | Project Officer (Education and Skills Development) |
| | | 2.2.4. | Set up Integrated Agriculture and Aquaculture environmental conservation systems in schools | | | | | | Project Officer (Education and Skills Development) |
| | | 2.2.5 | Introduce Artificial Intelligence training in basic schools | | | | | | Project Officer (Education and Skills Development) |
| | | 2.2.6 | Provide capacity building on good governance for school management | | | | | | Project Officer (Education and Skills Development) |
| | Gender Advocacy | 2.3.1 | Advocate and create awareness in gender-related violence and prevention | | | | | | Project Officer (Education and Skills Development) |
| | | 2.3.2 | Provide support for survivors of GBV through appropriate referrals | | | | | | Project Officer (Education and Skills Development) |
| | Humanitarian Needs | Disaster Prevention Awareness | 3.1.1 | Create awareness on disaster prevention | | | | | Project Officer (Humanitarian Services) |
| | | | 3.1.2 | Collaborate with disaster prevention agencies | | | | | Same |
| | | Humanitarian Support | 3.2.1 | Provide humanitarian support to disaster survivors | | | | | Same |
| | | | 3.2.2 | Provide humanitarian support to PWDs | | | | | Same |
| | | | 3.2.3 | Provide humanitarian support to PLWHAs | | | | | Same |
| | | | 3.2.4 | Provide humanitarian support to the Ultra-Poor | | | | | Same |

Annex II: Estimated cost of the Plan

| Strategic Area | Priority | Sub Component | Total Amount (Malawi Kwacha) | Total Amount (USD) |
|---|----------|--------------------------------------|------------------------------|--------------------|
| Food Security & Sustainable Livelihoods | | Integrated Agriculture & Aquaculture | 1,143,681,773 | 583,013 |
| | | Women in sustainable fish Processing | 1,223,310,516 | 611,655 |
| Education and Skills Development | | ATVET | 720,345,000 | 360,173 |
| | | Mainstream schooling) | 2,021,123,200 | 1,010,562 |
| | | Gender Advocacy | 329,550,000 | 164,794 |
| Humanitarian Needs | | Disaster Prevention | 898,107,166 | 449,054 |
| | | Humanitarian Services | 2,391,451,200 | 1,195,676 |
| Overall Total | | SL+EDU+HU | 8,727,568,855 | 4,374,927 |

Budget by Type

| Budget by Type | Total (Malawi Kwacha) | Total (USD) | Perrcentage (%) |
|-------------------------|-----------------------|------------------|-----------------|
| Capital Expenditure | 1,020,000,000 | 510,000 | 13 |
| Non Capital Expenditure | 7,707,568,856 | 3,853,784 | 87 |
| Emoluments | 0 | 0 | 0 |
| Total | 8,727,568,856 | 4,374,927 | 100 |

Annex III: M & E Framework

| Intervention Logic | Indicator | Baseline | Target | Sources of Data & Collection Methods | Monitoring Frequency | Responsible | Where it will be reported |
|--|--|----------|--------|---------------------------------------|----------------------|--------------------|---------------------------|
| Goal I: To ensure food security and promote sustainable livelihoods | % Increase in production of IAA graduates | 0 | 3,000 | IAA graduates monthly records | Annually | Executive Director | Annual Report |
| | No of IAA graduates who have diversified incomes | 0 | 3,000 | IAA graduates month records | Annually | Executive Director | Annual Report |
| <u>Outcome 1.1</u> Improved knowledge of IAA graduates in Agriculture and its Adjacent Technical skills | Proportion of IAA graduates applying concepts introduced at training | 0 | 5,000 | Project officers monitoring book | Annually | M&E officer | Mid-year report |
| <u>Outcome 1.2</u> Increased number of young people venturing into Agriculture | Proportion of IAA graduates owning their farms | 0 | 4,000 | Project officers monitoring book | Annually | M&E officer | Mid-year report |
| <u>Outcome 1.3</u> Improved production and productivity of IAA graduates and Women in Sustainable fish processing | Proportion of IAA graduates who have increased production over time | 0 | 6,000 | Project officers monitoring book | Annually | M&E officer | Mid-year report |
| 1.1.1 Train young people and women in Integrated Agriculture & Aquaculture under the ATVET sub- component | No of young people and women trained in IAA | 300 | 5,000 | Attendance book | Quarterly | M&E officer | Quarterly Report |
| 1.1.2 Set up Integrated Agriculture & Aquaculture demonstration systems in communities | No of communities reached | 0 | 12 | Project officers monitoring book | Quarterly | M&E officer | Quarterly Report |
| 1.1.3 Provide hands on advisory services in Integrated Agriculture & Aquaculture | No of individuals reached | 10 | 250 | Advisory Services Register | Quarterly | M&E officer | Quarterly Report |
| | No of organizations reached | 15 | 150 | Advisory Services Register | Quarterly | M&E officer | Quarterly Report |
| 1.1.4 Link Integrated Agriculture & Aquaculture farmers to markets etc. | No. of IAA farmers linked to markets, entrepreneurs etc. | 5 | 200 | Project officers monitoring book | Quarterly | M&E officer | Quarterly Report |
| 1.1.5 Collaborate with research institutions and Universities | No of Research Institutions reached | 1 | 25 | MoUs | Quarterly | M&E officer | Quarterly Report |
| 1.1.6 Provide consultancy services in Integrated Agriculture & Aquaculture to investors | No of IAA farmers provided with advisory services | 10 | 250 | Advisory services record book | Quarterly | M&E officer | Quarterly Report |
| | No of organizations reached | 5 | 500 | Advisory services record book | Quarterly | M&E officer | Quarterly Report |
| 1.2.1 Organize climate smart capacity building for Women in Sustainable fish | No of capacity building workshops conducted | 10 | 1,000 | Training workshop an attendance sheet | Quarterly | M&E officer | Quarterly Report |

| | | | | | | | |
|--|---|-------|--------|--|-----------|--------------------|------------------|
| processing under the ATVET sub component | No of Women reached with capacity building in Climate smart fish processing | 1,000 | 10,000 | Fish processors reached | Quarterly | M&E officer | Quarterly Report |
| 1.2.2 Facilitate the formation of cooperatives involving Women in Sustainable fish processing | No of Women in Sustainable Fish Processing belonging to Coop | 0 | 20 | Department of cooperatives | Quarterly | M&E officer | Quarterly Report |
| 1.2.3 Support Women in Sustainable fish processing to acquire climate smart technologies and equipment such as kiln | No of Women in Sustainable Fish processing support to acquire Climate smart equipment such as kilns | 100 | 500 | Kiln etc. Receipts | Quarterly | M&E officer | Quarterly Report |
| 1.2.4 Facilitate linkages between Women in Sustainable fish processing to fish marketers/buyers | No. of linkages between fish farmers and fish marketers/buyers Facilitated | 5 | 200 | Project Officers Monitoring Report | Quarterly | M&E officer | Quarterly Report |
| 1.2.5 Collaborate with institutions such as fisheries department research institutions and universities | No. of MoUs signed with Research institutions & Universities | 1 | 25 | MoUs signed | Quarterly | M&E officer | Quarterly Report |
| 1.2.6 Support certification of fish processors | No. of Women in fish processing certified | 0 | 20 | Certification Authority | Quarterly | M&E officer | Quarterly Report |
| Goal 2 To increase the knowledge and skill base of young people | No of | 0 | 1,000 | | Annually | Executive Director | Annual Report |
| Outcome 2.1: Increased knowledge in Aquaculture & Integrated Agriculture | No of graduates who demonstrate increased knowledge in IAA | 0 | 4,000 | Project officers monitoring book | Annually | M&E officer | Mid-year report |
| Outcome 2.2: Improved school enrolment and retention especially among girls | No of new enrolments | 0 | 1,000 | School register | Annually | M&E officer | Mid-year report |
| | No of new enrolment staying in school | 0 | 800 | School register | Annually | M&E officer | Mid-year report |
| Outcome 2.3: Increased knowledge In Gender issues | No of participants who demonstrate increased knowledge in gender issues | 0 | 4,000 | Project officers assessment book | Annually | M&E officer | Mid-year report |
| Activity 2.1.1 Set up a Centre of Excellence for ATVET to train young people and women in Integrated Agriculture and Aquaculture | No of Centre of Excellence for ATVET constructed | 0 | 2 | Capital Expenditure Voucher & Final Accounts | Quarterly | M&E officer | Quarterly Report |
| Activity 2.1.2 Organize field trips for Integrated Agriculture and Aquaculture trainees and graduates | No of fields trips organised | 0 | 10 | Attendance register book | Quarterly | M&E officer | Quarterly Report |

| | | | | | | | |
|---|---|-----|--------|--|-----------|--------------------|------------------|
| Activity 2.1.3 Support ATVET graduates to fundraise to support their agribusiness | No of graduates who are able to fundraise | 0 | 150 | Project monitoring book | Quarterly | M&E officer | Quarterly Report |
| Activity 2.1.4 Solicit short and long term Agribiz experts to provide support for youth and women initiated Integrated Agriculture and Aquaculture ventures | No of experts solicited | 5 | 20 | Acceptance letters | Quarterly | M&E officer | Quarterly Report |
| Activity 2.1.5 Establish partnerships with research institutions and universities | No of partnerships established | 1 | 20 | MoUs | Quarterly | M&E officer | Quarterly Report |
| Activity 2.1.6 Facilitate internships for ATVET students and graduates | No of internships facilitated | 0 | 25 | Internship letters & Reports | Quarterly | M&E officer | Quarterly Report |
| 2.2.1 Provide financial support to needy but brilliant students especially girls | No supported | 0 | 70 | Offer letters & Receipt books | Quarterly | M&E officer | Quarterly Report |
| 2.2.2 Support in-school girls with basic sanitation materials and services | No supported | 0 | 1,500 | Register and offer letters | Quarterly | M&E officer | Quarterly Report |
| 2.2.3 Provide desks etc. to underprivileged schools | No o desks provided | 100 | 10,000 | Offer letters and letter of acceptance | Quarterly | M&E officer | Quarterly Report |
| 2.2.4 Set up Integrated Agriculture and Aquaculture environmental conservation systems in schools | No of schools reached | 0 | 10 | Membership register | Quarterly | M&E officer | Quarterly Report |
| 2.2.5 Introduce Artificial Intelligence training in basic schools | No. of students reached | 0 | 100 | Register | Quarterly | M&E officer | Quarterly Report |
| 2.2.6 Provide capacity building on good governance for school management | No of schools reached | 0 | 5 | Attendance book | Quarterly | M&E officer | Quarterly Report |
| 2.3.1 Advocate and create awareness in gender-related violence and prevention | No o people reached | 100 | 5,000 | photos | Quarterly | M&E officer | Quarterly Report |
| 2.3.2 Provide support for survivors of GBV through appropriate referrals | No of survivors reached | 0 | 200 | photos | Quarterly | M&E officer | Quarterly Report |
| Goal 3: To bring relief to disaster survivors and the vulnerable in society | No of disaster survivors who have recovered from the disaster | 0 | 1,000 | Project monitoring book | Annually | Executive Director | Annual Report |
| Outcome 3.1: Increased Disaster prevention Awareness | No of participants who demonstrate increased knowledge in disaster prevention | 0 | 100 | Project monitoring book | Annually | M&E officer | Mid-year report |

| | | | | | | | |
|--|---|-----|-------|---|-----------|-------------|------------------|
| Outcome 3.2: Increased humanitarian support to disaster survivors | % of disaster victims reached with humanitarian support | 0 | 1,000 | Project officers monitoring book | Annually | M&E officer | Mid-year report |
| Outcome 3.3: Increased relief in the lives of the vulnerable who have been supported | No of vulnerable people who have been supported and have improved quality of life | | | Project officers survey & monitoring book | Annually | M&E officer | Mid-year report |
| Activity 3.1.1 Create awareness on disaster prevention | No of people benefitting from awareness creation | 100 | 5000 | Project officers monitoring book | Quarterly | M&E officer | Quarterly Report |
| Activity 3.1.2 Collaborate with disaster prevention agencies | No of Collaboration | 0 | 15 | Project officers monitoring book | Quarterly | M&E officer | Quarterly Report |
| Activity 3.2.1 Provide humanitarian support to disaster survivors | No supported | 20 | 600 | Project officers monitoring book | Quarterly | M&E officer | Quarterly Report |
| Activity 3.2.2 Provide humanitarian support to PWDs | No supported | 10 | 250 | Project officers monitoring book | Quarterly | M&E officer | Quarterly Report |
| Activity 3.2.3 Provide humanitarian support to PLWHAs | No supported | 0 | 500 | Project officers monitoring book | Quarterly | M&E officer | Quarterly Report |
| Activity 3.2. Provide humanitarian support to the Ultra-Poor | No supported | 100 | 1,000 | Project officers monitoring book | Quarterly | M&E officer | Quarterly Report |

Annex IV: Stakeholders consulted (workshop and field visits)

| S/N | Stakeholder | Form of Consultation |
|------------|-----------------------|--|
| 1 | Board of Trustees | -Online questionnaire |
| 2 | Board of Directors | -FGD -Validation -Approvals |
| 3 | Staff | -Online questionnaire -FGD -Validation |
| 4 | Development Partners | -Online questionnaire -Validation |
| 5 | Government | -Online questionnaire |
| 5 | Project Beneficiaries | -FGD -Validation |

Annex V: Checklist for guiding evaluation of the Strategic Plan

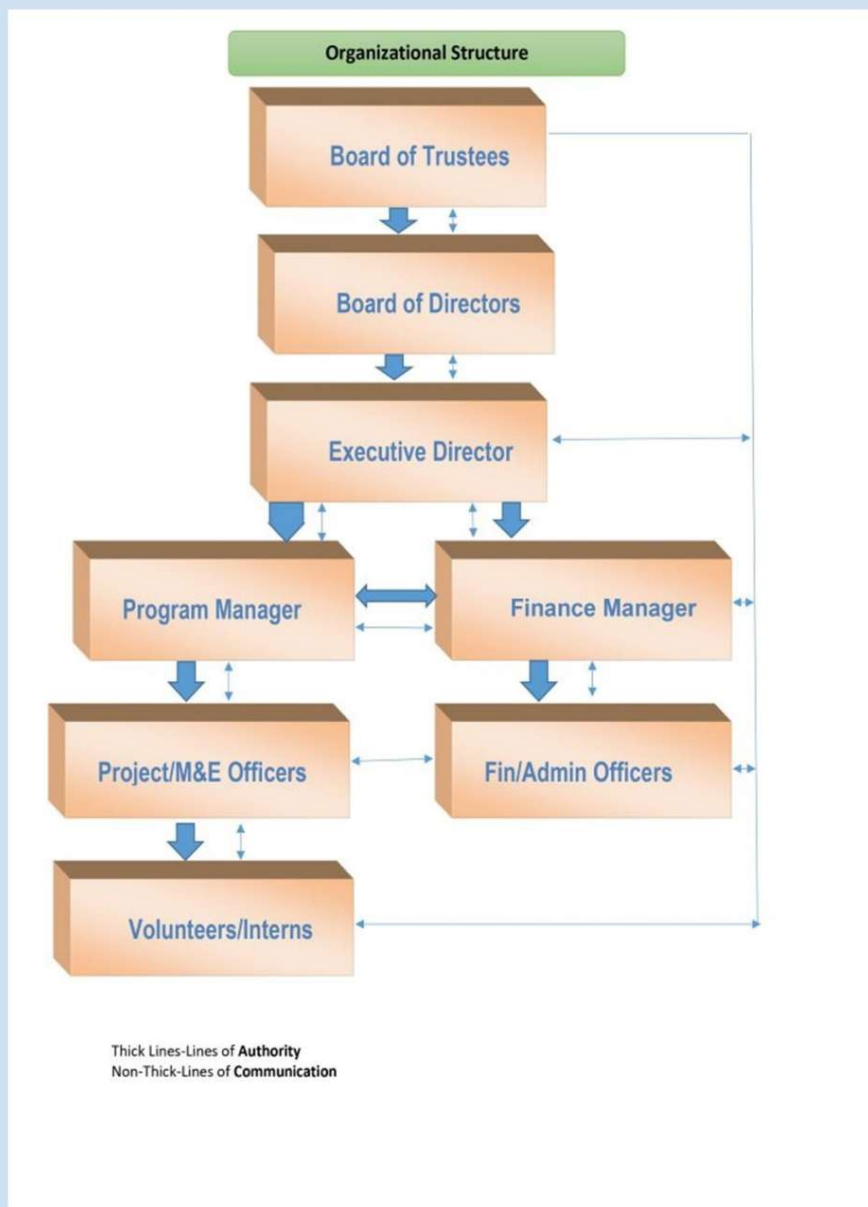
a) Evaluation based on fulfilment of Goals, Outcomes and Activities (**Demonstration purposes only**)

| Indicators (A) | Number (B) | % (C)=B/Total*100 | Narratives |
|---------------------|------------|-------------------|---------------------------------|
| Fulfilled | 55 | 65 | Strategic Plan is 65% fulfilled |
| Partially fulfilled | 10 | 12 | Strategic Plan is 12% fulfilled |
| Not fulfilled | 20 | 23 | Strategic Plan is 23% fulfilled |
| Total | 85 | 100 | |

b) Evaluation Based on primary survey (Demonstration Purpose Only)

| Indicators | | Number of Respondents | % | Remarks |
|-------------|--------------------|-----------------------|---|---------|
| Relevance | Relevant | x | x | x |
| | Partially Relevant | x | x | x |
| | Not Relevant | x | x | x |
| | TOTAL | x | x | x |
| Efficient | X | x | x | x |
| Effective | x | x | x | x |
| Impactful | x | x | x | x |
| Sustainable | x | x | x | x |

Annex VI: Organogram of Kawjo



Annex VII: References

Mariotti, C., Hamer, J., & Coffey, C. (2018). *Closing the divide in Malawi: How to reduce inequality and increase prosperity for all*. Oxfam.

Jorlen, M. (2009). The Issue of Food Security in Malawi: The Study of How and Why one of the World's Poorest Countries Attained Food Security.

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