



Zambia Open Community Schools

Strategic Plan 2008 – 2012



Our Future

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Zambia Open Community Schools
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Introduction and Background

This document is a summary of the ZOCS strategic plan 2008 to 2012. It has been developed to provide the reader with an instant overview of the organisation's planned activities under this period.

Zambia Open Community Schools (a Non-Governmental Organization) was founded on the principle that every child has the 'right to education.' The Organization provides quality basic education to orphans and vulnerable children (OVCs), especially girls who lack access to the formal Government school system for many varied reasons. ZOCS, therefore exists to supplement government efforts in the provision of basic quality education to all.

ZOCS was incorporated as an NGO in 1995 and since then has been operating 17 community schools (12 in Lusaka, 4 in Kafue and one in Kabwe), which host close to 6000 children. ZOCS is currently planning to extend its activities to six other selected districts. The registered offices of ZOCS are located at 20 Tito in Rhodes Park, Lusaka.

It is equally important to put on record that ZOCS as a flagship of community schools in Zambia facilitated the establishment of the Zambia Community Schools Secretariat (ZCSS- then umbrella body of community schools in Zambia - closed). This was done through a round-table meeting, which brought stakeholders together (Community school Organizations/NGOs, Government, University of Zambia and Faith Organizations), in 1996 at Kafue gorge.

Why ZOCS is in it? – The Zambian Context

Almost 50% of Zambia's population is under 15 years old, 71% of children live in poverty¹, and one in four children are orphaned (the HIV pandemic has devastated the country: it is estimated that by 2010 there will be 1,328,000 AIDS orphans²). These children are vulnerable to neglect, sexual abuse and early marriages, forced child labour, and can have serious health and nutrition problems. As a result OVCs, especially girls, are less likely to be accessing quality basic education, as well as health, social protection and welfare services. Social protection measures put in place by the Government are hampered by inadequate resources, and OVC lack of awareness of their rights.

In 2001 Zambia established a policy of free basic education for all. However the hidden costs to Government provided education (e.g. uniforms, books, travel) mean that many OVCs cannot access it. Community Schools (CS) constitute 30.5% of the total number of schools in Zambia, catering for ~500,000 children³ yet there are still over 525,000 children out of school⁴. In order to achieve its goal that "every child should have access to nine years of good quality education"⁵, and fulfil the education targets in New Economic Partnership for African Development, Education For All (EFA) and the Millennium Development Goals (MDGs), the Ministry of Education has acknowledged it must work with the private sector and the

¹ Dialogue Africa, 2007, Executive Summary

² Zambia HIV/AIDS Epidemiological Projections 1985-2010

³ Chondoka 2006, Situation Analysis of Community Schools in Central Province

⁴ 2005 Ministry of Education Statistical Bulletin

⁵ Educating our Future – National Policy on Education [1996]

community to engage the most vulnerable children. Community Schools are yet to receive financial support from Government despite the extensive contribution they make to the provision of basic education. As a result they continue to face major challenges: poor infrastructure, unqualified voluntary teachers, shortages of learning and teaching materials and a poor learning environment for children. In its Fifth National Development Plan (FNDP) the Government has committed to supporting OVCs, recognising the need to increase its grant allocation to Community Schools (CS). However, the implementation framework does not have specific activities targeted at OVC. Government policies are committed to facilitating access of Community Schools (CS) to educational resources, training, finance and donor resources but much need to be done to make this a reality. The above facts motivated ZOCS to join other actors in contributing to the improved education in Zambia through these proposed programs.

ZOCS's Keys Services

ZOCS key principle is to provide an opportunity to the less privilege children to access quality education. Through this understanding ZOCS provides the following services;

- ZOCS supports establishment of community schools.
- Through the community schools ZOCS provides technical, financial and material support to the upcoming schools.
- ZOCS supports the community schools through teacher training programs.
- ZOCS provides bursaries to some of the OVCs.
- Provides training to the communities in care and support of OVCs.
- Facilitate resource mobilisation programs and capacities among the communities were it operates.

ZOCS' Future direction

ZOCS has a strategic plan that runs from 2008 to 2012. This is the blue print through which ZOCS is delivering its programs. Based on this strategic plan that was developed in a participatory manner the following Vision, Mission and overall Goal are the basis of implementing the plan.

ZOCS envisages a future where:

<i>Every Orphan and Vulnerable Child especially girl child, is in school</i>
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ZOCS Mission statement is as follows:

<i>ZOCS exist to enable some of Zambia's most needy children – Orphans and Vulnerable Children (OVC), especially girls – access quality education through increased enrolment and retention opportunities, teacher training, advocacy and micro finance support to families. This will enable them acquire knowledge and skills they need (now and later) to develop to their full potential, hence giving them hope for the future.</i>
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Overall Goal for the period 2008 to 2012

“ZOCS will achieve increased access to quality basic education, skills development and other social services for OVC, especially girl child, in ZOCS catchments areas on a sustainable basis”.

The Programme Strategic Objectives 2008 - 2012

- Build and strengthen the capacity of PCSC members, ZOCS staff and teachers to respond to HIV and AIDS issues with timely actions to prevent infections and provide support and care to those infected.
- Empower the PCSCs, teachers, pupils and communities with income generating support initiatives to enable them to respond to HIV and AIDS challenges.
- Facilitate the development of youth value based life skills that will enable them to build positive attitudes and behaviours conducive to healthy and positive life styles.
- Facilitate training of peer educators in schools in the management of sustainable life skills education and livelihood projects.
- Promote activities that will enhance intervention strategies aimed at prevention of further spread of HIV through sports and traditional games.
- Support OVC with appropriate educational and other Information and Communication materials.
- Facilitate and strengthen community participation in activities aimed at strengthening Community, household and school resilience towards sustainable development.
- Facilitate and strengthen the capacities of ZOCS, PCSCs and schools in resource identification and management.

ZOCS' Key Targets

ZOCS serves children classified as orphans and vulnerable children (OVC) who have no access to education. This is done in identified sites in Central, Lusaka and Southern Provinces of Zambia. Secondly the organisation support establishment and development of community schools in the areas mentioned above.

Key Intervention areas

ZOCS has been responding to the issue of OVC by providing them with **quality basic education** and implementing interventions aimed at mitigating the impact of HIV/AIDS on children and their families. It has been supporting **households and community groups**, PCSC in particular, with income generating activities through revolving loans. In addition, ZOCS has also implemented **community empowerment** interventions and **lobbied government and other stakeholders** to recognize the rights of children and incorporate them in national programming.

ZOCS currently delivers its services through three broad programs of Education, Community Development and Empowerment, and Governance and Management. These are briefly discussed below;

1. Education program

Under this program the planned activities are aimed at achieving the Education Program goal of:

To contribute to improved policy environment and programs that support education based on human rights of a child and decent teacher accommodation and allowances including improved school learning facilities and adequate teaching material.

The key outcome of the education program will be that more OVCs enrol, remain in school and progress through different levels of basic education through CS. ZOCS will continue creating opportunities for OVC to access quality basic education. Through this objective, ZOCS will be focusing on the “*child*” in terms of providing necessary school requisites, creating a conducive learning environment and implementing activities that are directed at the development of a child as a “*whole*”. In order to achieve this objective, support to households and communities in terms of awareness creation on the rights of a child will be inevitable. There will be need to create new information / knowledge and a renewed understanding of conditions / factors that continue to play a role in the development of a child, especially OVC.

ZOCS will continue creating opportunities for OVC to access quality basic education.

This program will be pursued through the following three specific objectives:

Objective 1 - Service Delivery: *By the end of 2012, ZOCS and its members will be implementing education programs premised on human rights with focus on the rights of a child*

ZOCS will:

- Work towards enhancing its school package to ensure that school going children have the basic school requisites
- Continue with its school nutrition program to ensure that children are attracted to enrol, and remain, in school
- Create awareness of human rights, with particular emphasis on the rights of the child, and promote the protection of human rights
- Empower school-going OVCs with information on HIV/AIDS
- Facilitate the provision of survival psychomotor and psychosocial life skills to older OVCs to enable them to achieve their needs and life goals
- Carry out research, utilizing the internet, to improve on its knowledge and information base to fuel its lobbying and advocacy work
- Endeavour to put more CS teachers through ZATEC program, through affiliation to MOE Teacher Training Colleges and facilitate Continuous Professional Development (CPD) to ensure that teachers are adequately equipped with teaching skills and up to date with new teaching methodologies

Objective 2 - Infrastructure: *By end of 2012, 70% of ZOCS members provide decent classrooms, water*

and sanitation facilities and learning and teaching materials for pupils and accommodation for teacher

ZOCS will:

- Endeavour to construct additional or new classrooms or rehabilitate existing ones
- Facilitate CS access to relevant teaching / learning materials
- Facilitate schools’ access to clean water and sanitation hygiene education (WASHE), through construction of new water points and sanitation facilities or rehabilitation of existing ones

2. Community Development and empowerment program

This program will concentrate on creating capacity in communities to demand for services from duty bearers and support initiatives aimed at improving the welfare of OVC, with a focus on improving access to quality education, support retention and progression. The general focus will be on engaging the communities to enhance their capacity to engage government and other stakeholders to be responsive to the concerns of OVC. This programme will also facilitate the strengthening of households keeping OVC, in order to strengthen their resilience through resource mobilization, capacity building and linkages to other agencies for support. The Community Development and Empowerment program's goal is as follows;

To contribute to efforts aimed at empowering the communities in ZOCS's catchment areas to effectively participate in the programs aimed at improving the welfare of OVCs.

This will be attained through the following objective;

Objective 3 - Community Development and Empowerment: *By end of 2012, households and communities in ZOCS catchment areas have the capacity to improve the welfare of OVC and communities.*

Specifically ZOCS will:

- Train school management committees in planning and implementation and monitoring and evaluation of their activities, and empowering them with business management and resource mobilization skills.
- Sensitize communities to increase awareness of the importance of education as a human right; sensitise communities to their human rights and build the capacity of OVC and their Care Givers, and PCSC, to articulate their issues clearly to government and claim their rights.
- Generate, package and provide information on HIV/AIDS, and create awareness on availability of bursaries and other social protection schemes through open meetings and IEC materials.
- Build capacity in communities to hold PCSC and or school management accountable for effective sourcing and management of resources and taking stock of results and achievements realized in each community regarding children's access to quality basic education and other social services.
- Lobby Government to work with civil society at the school level to monitor the establishment of Accounts of Grant Aide, recurrent accounts and capital development accounts for projects.
- Seek to continue facilitating an increase in household / communities access to micro-finance for Income Generating Activities (IGAs). ZOCS will facilitate the provision of a revolving loan to promote high pay back rate and ensure that more members have access to this facility. This will also involve linking communities to micro lending institutions.
- Special attention will be paid to equipping vulnerable older youths (16-18 years) with entrepreneurial skills.
- Facilitate training of community members, parents and guardians with psychosocial counselling skills and peer support for those who are HIV/AIDS infected and /or affected, as well as management of stress.

3. Governance and Advocacy

The governance program is central to achievement of objectives in the education and community development programs discussed above. This program plays a pivotal role in effective and efficient implementation of ZOCS activities. ZOCS will seek to address its organizational and institutional development needs to enhance its governance, management and operational capacity through use of capacity development⁶. The challenge of implementing its program is in its ability to manage the operations and relationships (networks and strategic alliances), raise both human and financial resources and strengthen its capacity for service delivery in general. ZOCS will endeavour to put emphasis on networks and strategic partnership in order to maximize available resources for greater impact on target beneficiaries- OVCs. The Governance and Management Program will pursue the following goal;

To enhance the capacities and conditions of ZOCS staff, promote good governance, increase resource mobilisation through IGAs and established networks.

Under this goal there are notable four main objectives each addressing a specific area under the program. These are;

Objective 4- Organization and management: *ZOCS will have developed a work culture that promotes team work and systems and practices to ensure accountability, transparency and efficiency in the use of resources to enhance organizational performance, including service delivery*

ZOCS will:

- Review its organizational structure and management systems, including financial management, to develop structures and systems that will support attainment of the strategic goal and promote accountability and transparency.
- Organize staff retreats as a forum to review organizational and program performance, allow the team to re-plan for improved service delivery and promote team work.
- Offer management training and staff development to ensure staff focus on ZOCS' strategic directions, with efficient and effective utilization of resources
- Strengthen its Monitoring and Evaluation function so that it is able to effectively monitor implementation of activities and evaluate outcomes and impact being made on target groups

Objective 5 - Financial Sustainability: *By end of 2012, ZOCS will have its financial sustainability*

base improved leading to at least 10% of its administrative costs funded from internally generated resources while members capacity to raise own resources will be enhanced

ZOCS will:

- Maximise existing resource mobilization initiatives at Headquarters and community schools through hiring out the truck and resource centre facilities.

⁶ *Capacity Development involves human resource skills development and knowledge acquisition, organizational development dealing with change as well as systems development , institutional development focusing on networks, linkages, strategic partnership*

- Develop other innovative ways of raising resources to move beyond its traditional means of raising resources (project proposals)
- Continue forming strategic alliances and partnerships with private sector institutions to raise both funds and volunteers to help with activity implementation.
- Purchase and develop its farm plot and use it to generate additional resources as well as supporting the school feeding activity under the education program.

Objective 6 - Human Resource Development: *By end of 2012, ZOCS will have developed and implemented human resource management and development policies and strategies that focus on skills enhancement, staff motivation and retention*

ZOCS will:

- Facilitate training and development programs based on organizational and individual training needs.
- Develop relevant Human Resource Management and Development policies and systems.
- Promote mentoring and coaching for staff.
- Link organizational objectives and work plans to individual annual work objectives
- Promote Continuous Profession Development (CPD) among staff in management.

Objective 7 - Lobby and advocacy: *By end of 2012, ZOCS and its members will influence a number of national policies and Programs on children welfare, including support to CS, to ensure a sustained access to essential services for OVC, especially education*

ZOCS will:

- Lobby and advocate for CS to be recognized and supported by Government
- Lobby for policy and budget support to CS
- Hold Government to account for its promise to put more CS teachers on Government payroll and retain them to teach in community schools
- Collaborate with local and international stakeholders to advocate for the domestication of international conventions on the rights of children and enshrining the rights of children in the Republican Constitution
- Create awareness among communities on the rights to free basic education and re-entry policies to empower them the community to claim their rights.

Objective 8 - Networking, coordination and information sharing: *By the end of 2012 ZOCS will have strengthened networks with MoE, local and international volunteer organizations and have strategic alliances that promote resource accessibility.*

ZOCS will:

- Work with organizations such as FAWEZA, CHANGES 2, CHEP providing similar essential services to OVCs and vulnerable households in which OVC are found
- Identify and establish new value adding partners in support of community development and OVC education programs
- Work together with CS that are not members of ZOCS on issues of advocacy on OVC advocacy and other concerns including information sharing. (Cautious response to expansion)
- Organize and support exchange visits among program staff PCSC, CS teachers and pupils to learn from each (national and regional visits)
- Support Zone, Teachers Representatives and Supervisors meeting on quarterly basis
- Train ZOCS members and others in effective partnership building and networking

- Develop and sign a Memorandum of Understanding with MoE in support of OVC programming based on the MoE policy on CS as a tool for effective coordination between ZOCS and MoE

Monitoring and Evaluation

Given that ZOCS is acknowledged to be a key player in meeting the Education For All (EFA) and Millennium Development Goal (MDG) on education, ZOCS aims to develop and implement an M and E system that is linked to FNNDP education sector performance indicators in terms of access, retention, progression and learning achievements. ZOCS will adopt Results-Based Monitoring (RBM) to look at what has been done but also to identify the changes generated by what has been done. ZOCS will endeavour to develop performance and progress indicators that are comprehensive enough to facilitate assessing of effects of inputs, processes, and specific deliverables and on targeted beneficiaries. Progress indicators will help to measure progress in terms of output delivery. The success of RBM hinges on extensive involvement of partners in selection of performance and progress indicators and their means of verification, collection of data and its analysis; using existing data sources from various key partners; and working with partner organization, in analysis of outcomes to ascertain real progress and impacts.

M and E will be carried out through quarterly reports from ZOCS CS to be supplemented by scheduled field visits by program staff. In order to ensure that quarterly activities are within the annual plans, ZOCS will hold quarterly planning and review meetings to develop quarterly activity work plans. Annual retreats (reviews and re-planning), mid-term reviews and membership meetings will provide opportunities to assess the impact of outcomes on target beneficiaries.

Budget

The resource required to successfully implement this five (5) year strategic plan have been budgeted at **ZMK21.1billion**.

The budget is broken down as follows;

Programme	2008	2009	2010	2011	2012	Total
Education	2,069,953,500	2,157,524,905	2,461,260,620	2,655,365,503	2,926,483,323	12,270,587,851
Community Development	111,350,000	128,823,000	122,253,855	115,527,651	147,750,969	625,705,475
Governance & Advocacy	1,945,144,092	1,015,726,250	1,149,050,788	1,293,136,075	1,527,493,988	6,930,551,193
Administration	198,000,000	318,900,000	220,779,000	264,168,585	275,708,815	1,277,556,400
	4,324,449,600	3,620,976,164	3,953,346,273	4,328,199,825	4,877,439,107	21,104,400,919