

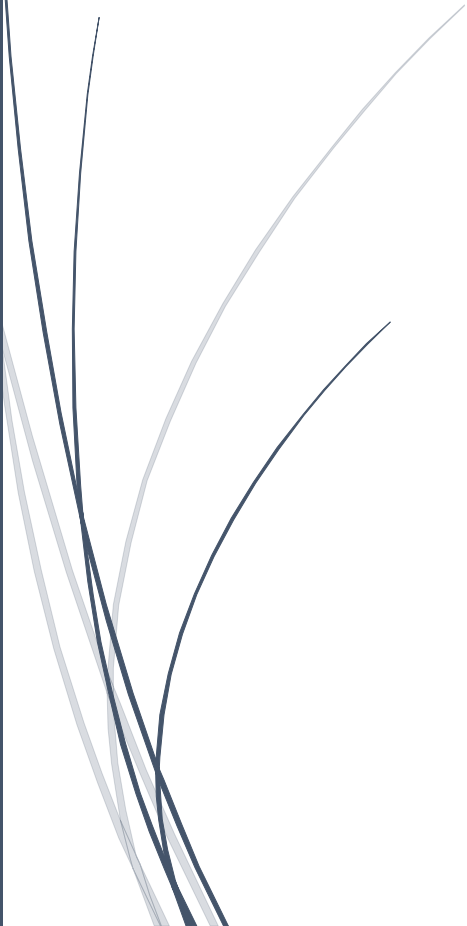


SOS CHILDREN'S
VILLAGES

2/15/2024

2023 MA ZAMBIA ANNUAL REPORT

National Director: Dr. Paul Kapotwe



NATIONAL ANNUAL REPORT

EXECUTIVE SUMMARY

1. National context and stakeholders

In 2021, Zambia gained eligibility to graduate from least developed country status. The country's population of 17.8 million is growing by 2.8% per annum and urbanizing rapidly. A Human Development Index ranking of 0.584 places Zambia 146th out of 189 countries. The economy continues to be heavily dependent on copper mining and rain-fed agriculture. The informal sector accounts for almost 90% of the labour force. The youth unemployment rate is close to 52%.

Zambia continues to have a high disease burden with respect to malaria, HIV and AIDS, pneumonia, tuberculosis and non-communicable diseases. A considerable proportion of the population suffers preventable deaths. Service provision has not kept pace with needs. Mother to Child Transmission (MTCT) rate of HIV remains high at 11 per cent. Malnutrition among women and children continues to be a challenge, impeding the overall socioeconomic development of Zambia. Health risks for adolescents that include early and unprotected sex, gender-based violence (GBV), teenage pregnancies, substance abuse, accidents and mental illness continue to be a challenge.

The education sector faces a challenge of extremely low levels of attainment, especially in literacy and numeracy. The primary school completion rate is 97.3% but only 69.1% of learners continue to secondary school. Of these, only 36% complete Grade 12. National platforms such as the Zambia Early Child Development (ECD) Action Network (ZECDAN) and the National ECD Technical Committee have been established though there is need for greater capacity to perform their functions.

Child participation remains low at all levels. However, a Child Participation Framework was launched in 2023 to cure this problem.

Evidently, the MA is achieving more with less by working together with other stakeholders towards common objectives. The MA continues to work in partnerships with the Government Ministries, NGOs, Community Based Organisations (CBO's), Faith Based Organisations (FBO's) and Local leadership.

2. Member association analysis

Strategy implementation status
Achievements
<ul style="list-style-type: none">• Five hundred and thirty-eight (538) children and young people received care and support ranging from shelter, food, clothes, education, health, and psychosocial.• The MA reintegrated 187 children against the annual target of 156 representing 120%.• The MA during the period under review recorded an average percent of 89% of children who performed satisfactory at school due to consistent remedial measures such as homework and extra lessons.• 135 out of 168 exited families attained self-reliance during the period under review. Results from assessments showed that these families are now able to provide basics needs to their family members.
Challenges
<ul style="list-style-type: none">• Budget cut and realignment not only caused delays for some planned activities but also affected the implementation modalities,• Escalating food and other commodity prices put pressure on household budgets,

- Escalating fuel prices posed a challenge in travels.
- Lengthy processes in procurement of goods and services leading to delayed activity implementation.

Lessons learned

- Working with Ministry of Community Development and Social Services and other stakeholders made the reintegration process a success.
- Use of Qualitative Impact Assessment Protocol empowers participants to report how they see the change from their own perspective. Easy to implement and less costly.
- The use of concur methods help to shorten the RBM process. The MA was able to carry out the RBM process within one month.
- Working with grass-roots organizations promotes goodwill and ownership of activities.

Cross-cutting topics

- Participated in the development of National Child Participation and national Child Safeguarding Frameworks. Both were launched in the period under review as a response to operationalise the Children’s Code Act No.12 of 2022.
- On December 22, 2023, Zambia enacted an amendment (amendment act) to the 1918 Marriage Act that raised the minimum marriageable age to 18 for all marriages, including those concluded under customary law.

Sustainability actions

- The strategy has identified potential assets (Houses, medical centres and Land) that will generate income for the MA’s sustainability.
- The MA has continued working with the local structures and CBOs for sustainability of interventions in the communities.

3. Overview of programme(s)

MA Zambia has two major programmes; Alternative Care (AC) (Family-like Care, Kinship Care, and Semi Independent Living) and Family Strengthening (FS). By the end of the period under review the MA supported five hundred and thirty-eight (538) children and young people. Four hundred and thirty-one (431) children were in the different forms of care such as FLC, Community Integrated FLC and Kinship Care Programmes and one hundred and seven (107) in the Supervised Independent Living (SIL), and Small Group Homes (SGH).

In collaboration with the Ministry of Community Development and Social Services, the MA embarked on reintegration of children and young people, as per the MA’s strategic outcome to reintegrate 156 children by the end of 2023. One hundred and eighty-seven (187) children and young people were placed with their families of origin, representing 120% of the annual plan target.

The overall number of children and young people on the FS programme by the end of 2023 was 6,132. 168 families were exited from the programme across the MA. 135 families (80%) had attained self-reliance level, that is, they were able to offer basic needs to their children. In addition to the two major programmes, three IPD projects were implemented (Tubombele Pamo, Go-green and Tisunge ana athu akazi projects).

Due to the reintegration process and program change initiative, 65 staff were declared redundant in 2023. These included Mothers, Aunts, FS Social Workers, Village Educators, Youth Leaders and other staff from the National Office.

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1. NATIONAL CONTEXT AND STAKEHOLDERS

General description of national context

The objective of presenting the situation analysis is to provide an update on the situation of children in Zambia and identify recent patterns and trends. The ultimate objective is to understand how to continuously protect and promote the rights of every child, improve the lives and well-being of children and create opportunities for the full realisation of children's rights. All this lies within the four core principles of the United Nations Convention on the Rights of the Child (UNCRC): non-discrimination; devotion to the best interests of the child; the right to life, survival and development; and respect for the views of the child.

In 2021, Zambia gained eligibility to graduate from least developed country status (a final decision to confirm Zambia's graduation will be considered in 2024). The Common Country Analysis (CCA) highlights the critical challenges of improving access to and quality of services and coping with rapid urbanization. The country's population of 17.8 million is growing by 2.8% per annum and urbanizing rapidly. A Human Development Index ranking of 0.584 places Zambia 146th out of 189 countries. The economy continues to be heavily dependent on copper mining and rain-fed agriculture. The informal sector dominates employment and accounts for almost 90% of the labour force. The youth unemployment rate is close to 52%, with a mismatch between job skills/training and employment opportunities, which is a significant factor. Past growth helped achieve middle-income status up until 2022 but has had a limited impact on poverty. The slow-onset impacts of climate change threaten to erase decades of progress.

Early childhood development: There is currently National Multi-sectoral ECD Policy Framework. This is compounded by limited capacity of among multi-sectoral structures at national, provincial and district levels. National platforms such as the Zambia ECD Action Network (ZECDAN) and the National ECD Technical Committee currently need greater capacity to perform their functions.

Education: A major challenge that the education sector faces is the extremely low levels of attainment, especially in literacy and numeracy. The situation is possibly worse because many children, who are failing in school, may have dropped out before taking exams.

Health and HIV: While Zambia has made significant progress towards achieving the 90:90:90 global targets for HIV epidemic control, Zambia's Mother to Child Transmission (MTCT) rate of HIV remains high at 11 per cent and far from the target for virtual elimination, which was set for less than 5 per cent by 2021¹.

Nutrition: Despite a gradual and steady progress in different nutritional outcomes in the country, based on the current nutrition situation, the country is not on course to meet the global nutrition targets established by the World Health Assembly. Malnutrition among women and children continues to be a challenge, impeding the overall socioeconomic development of Zambia. Chronic malnutrition, manifesting as stunting remains a serious problem.

Adolescence: Policy instruments specific to adolescents are inadequate, although there are some national instruments and documents that include explicit priorities related to adolescents and youth. Adolescents account for over a quarter of the total population and have unique health concerns. Health risks for adolescents include early and unprotected sex, gender-based violence (GBV), teenage pregnancies, substance abuse, accidents and mental illness. Adolescents are particularly susceptible to both non-communicable and communicable diseases, such as sexually transmitted infections, including HIV and AIDS.

¹ UNICEF Children Situation Analysis Report 2021

Children and participation: Child participation remains low owing to, among other reasons the cultural norms and behaviours that prohibit the children to participate in decision making fora. However, the country has developed and launched Child Participation Framework to address this problem.

The MA-Zambia operations responded to this context by implementing various interventions to defend the rights of children and mounting national advocacy campaigns to push for policy and legislation changes.

Key partners at national level

Collaboration is changing the way the MA works. Evidently, the MA is achieving more for less money, by bringing government ministries and agencies together and working with them to towards common objectives. Table 1.2 below provides a list of national partners that the MA engaged and worked with during the period under review.

Table 1: Key partners

Name of partner	Description <i>(purpose of partnership)</i>	Progress in last year <i>(key actions taken)</i>	Effectiveness of partnership <i>(contribution to results)</i>	Formal agreement signed
Ministry of Community Development and Social Services.	Ensuring government obligations on children care, family and community empowerment is attained.	The partner provided support in reintegration process and Children's Code Act No.12 of 2022.	Contributed to reintegration, family and community empowerment. Assisted staff in understanding the Children Code Act of 2022.	No
Ministry of Health	The partner provided policy direction and technical support.	Assisted in providing technical support in HIV/TB, SRH, nutrition, IEC, and VCT.	Enabled people have access to HIV and TB services. Further made the work of the MA to collect health related data easy.	Yes
Ministry of General Education	Provision of primary and secondary school education.	The partner operated former SOS schools at full capacity and offered free education to children.	Contributed to the goal of children's education. Equally enabled vulnerable children to access free education.	No
Centre of Excellency (University Teaching Hospital)	Provision of free antiretroviral Drugs for clients.	Monitored the health of 14 clients from SFC and supported with Anti-Retroviral Treatment (ART)	Contributed to the health living conditions of children in SFC.	No
Health Churches Association of Zambia	Provision of technical support to MA in HIV/AIDS/TB implementation.	Project funder; provision of ARVs and TB drugs.	84% of clients on ART had viral suppression and reduced chances of spreading HIV; they are also made contributing members of society and their families.	Yes

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Zambia Association for Persons with Disabilities	The partner provided technical support on the project implementation.	Offered technical input on disability inclusion strategies.	Contributed to having a wider reach, participation of persons with disability and awareness on the Disability Act.	Yes
Drug Enforcement Commission (DEC)	The partner provides support in sensitization activities.	Held meetings with children and young people.	Contributed to reducing alcohol and substance abuse among children and young people.	No

2. MEMBER ASSOCIATION ANALYSIS

Strategy implementation status

2.1.1 Alternative care

(a) Achievements

By the end of 2023, five hundred and thirty-eight (538) children and young people received care and support ranging from shelter, food, clothes, education, health, and psychosocial under the AC programme (FLC – CV & Community integrated, Kinship, and SIL). This support enabled children and young people have access to basic needs, thereby contributing to their well-being. The different forms of care under which the children and young people were cared in include; FLC-CV (431), Community Integrated, FLC and Kinship Care Programmes, Supervised Independent Living (SIL), and Small Group Homes (SGH) - 107.

Table 2: distribution of AC programme participants by location and gender

Location	FLC and Kinship program participants		Supervised Independent Living		Total		
	Male	Female	Male	Female			
Lusaka	93	56	37	46	19	27	139
Kitwe	138	60	78	61	36	25	199
Livingstone	131	66	65	NIL	NIL	NIL	131
Chipata	69	27	42	NIL	NIL	NIL	69
Total	431	209	222	107	55	52	538

The MA during the period under review, planned to reintegrate 156 children. However the MA surpassed this target by 31 more children bringing the total number reintegrated children to 187 at the close of 2023. In terms of gender difference, there was no significant difference between the males and females reintegrated. These results suggest that gender considerations have been at the centre of reintegration process. The chart below shows the performance of each program location and MA as a whole.

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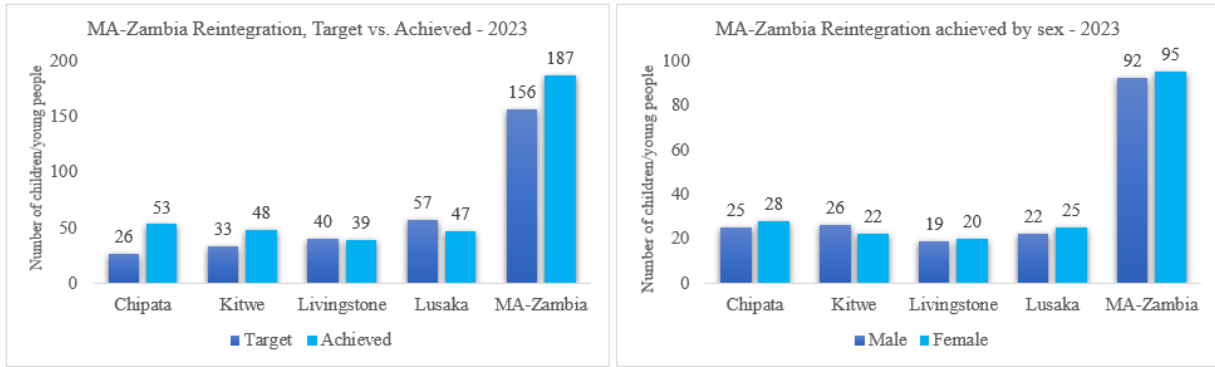


Table 3: Reintegration progress by quarter per location

Location	Planned	Q 1	Q 2	Q 3	Q 4	Cumulative	Variance
Lusaka	57	19	0	21	7	47	10
Kitwe	33	2	44	0	2	48	+15
Chipata	26	0	30	23	0	53	+27
Livingstone	40	0	0	6	33	39	1
Total	156	21	74	50	42	187	+31

Two hundred and fifteen (215) children were attending Early Education, two thousand seven hundred and seventy three (2,773) children were attending Primary School, nine hundred and sixty-four (964) children were attending Secondary School and fifty-four (54) were in tertiary institutions across the MA.

During the period under review the MA recorded an average percent of 89%² of children who performed satisfactorily at school. This result shows that the MA consistently implemented remedial measures such as supporting children do their homework and extra lessons. The table below shows the percentages of children and young people who performed above average, average, below average and poor performance.

Table 4: Zambia Education performance³

Education performance	AC Child/Young person		FS Child/Young person	
	# of Participants	%	# of Participants	%
1. Above average performance	147	30%	809	22%
2. Average performance	265	54%	2,600	72%
3. Below average performance	74	15%	156	4%
4. Poor performance	9	2%	34	1%
Total	495	100%	3,599	100%

The above table shows that the MA had 495 children and young people who were in school. Slightly above half of those in AC, (54%), had average performance. Those whose performance was above average were 30%. Below average and poor performance combined were 20%.

² PDB2, accessed on 14th February 2024

³ *ibid*

Those in Family Strengthening (FS), the pattern was not different from those in AC. Majority children and young people 72% had average performance, and 22% performed above average. Those who performed below average and poor combined were 5%.

Though the MA overall average performance is impressive, performance by Likert scale shows that little more effort is required to push more learners from average scale to the above average scale in 2024.

Those whose performance was satisfactory at school in AC were 412 representing 83% while in FS they were 3,409 translating in 95%. There was not much difference in terms of satisfactory performance between AC and FS during the period under review. Equally from the gender lens, again, there is no significant differences between females and males in both AC and FS. The table below, presents details of satisfactory performance both in percentage and absolute figures.

Table 5: MA Zambia Satisfactory Performance, Percentage by Sex

Gender	AC Child/Young person			FS Child/Young person		
	%	number	Total	%	number	Total
female	85%	205	240	95%	1,744	1,831
male	81%	207	255	94%	1,665	1,768
Total	83%	412	495	95%	3,409	3,599

(b) Challenges

The main challenges experienced during the period under review, included among others;

- Escalating food and other commodity prices, hence putting pressure on household budgets.
- Fluctuating fuel prices.
- Delays in crediting fuel by the fuel service providers caused travel challenges, consequently, trips were delayed,
- Delays in procurement of goods and services due to lengthy processes.

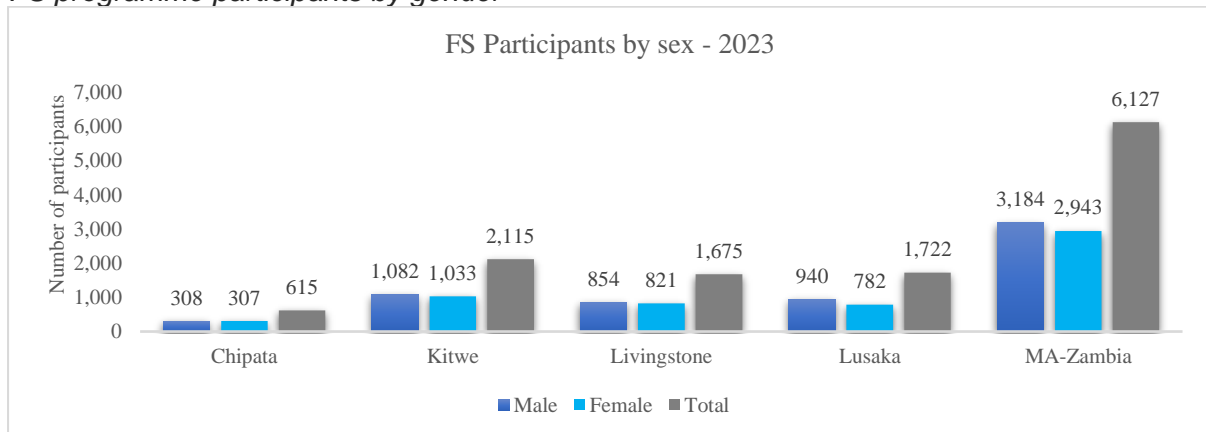
The challenges impacted negatively on the overall effective and efficient operations of the MA. The MA is studying these commonly reported challenges to find lasting solutions.

2.1.2 Family Strengthening (FS)

(a) Achievements

The MA during the period under review reached 6,127 participants through the FS Programme.

FS programme participants by gender



From the chart above, more males were reached compared to females during the period under review. This is a great achievement considering that it is breaking the norms of child care being a woman's business. This shows that more males are taking interest in child care and preserving the families.

The programme enabled participants to have access to income to undertake Income Generating Activities (IGAs), ability in marketing their goods and services. In addition, 90 caregivers accessed government Farm Support Input as a result of the MA linking them to the Ministry of Agriculture and Fisheries during the period under review. This demonstrates that the MA's efforts of forging partnership with government ministries works. Caregivers now have the understanding and abilities to provide positive parenting to children under their care.

The school going children and young people had access to school requisites such as books, bags, pens, shoes, and uniforms. Further, young people became aware about Sexual Reproductive Health Rights and Services (SRHRS). This enabled them access services such as contraceptives, condoms, and Sexually Transmitted Infections (STIs) screenings. Three thousand, three and seventy-four (3,374) young females were helped to prevent unplanned pregnancies during the period under review by enabling them have access to safe and affordable contraceptives.

The MA also contributed to the prevention of new HIV infections, STIs and unplanned pregnancies by distributing Sixty-six thousand nine hundred and thirty-three (66,932) pieces of condoms (23,760 female and 43,173 male condoms) during the period under review.

Three hundred and thirty-four (334) youth (167 females and 137 males) are now able to make informed choices regarding their Sexual and Reproductive Health as a result of MA equipping them with knowledge and skills in SRH. These trained young people are also able to train other young people.

During the period under review, 168 families were exited through the assessments. 80% of the exited families were due to reaching the self-sufficiency level. Results from assessments showed that these families are now able to provide basic needs to their family members.

Table 6: Families exited by location

Location	Number of Families Exited			
	# families exited	Families exited due to self-reliance	% families exited due to self-reliance	Families exited due to other reasons (relocation, death, unwillingness, and unable)
Chipata	40	36	90%	4
Kitwe	64	50	78%	14
Livingstone	64	49	76%	15
Lusaka	NIL	NIL	NIL	NIL
Total	168	135	80%	33

Tubombele Pamo Project (Kitwe)

The MA successfully closed this project in quarter 4. Seven hundred and fourteen (714) participants and 378 members from 7 Organisation of Persons with Disabilities (OPD) benefited from the project. Further, 216 families with Persons with Disabilities are now self-reliant as they are able to meet their basic needs, linked to government services, therefore they were exited from the programme during the period under review. Two hundred and fifty

(250) Persons with Disabilities against the target of 300 were active participants in 10 Village Savings and Loans Associations (VSLAs) and were able to access loans and credit facilities. This signals that the MA during the period under review ensured disability inclusion in FS programming.

Grant Project – BAYWA (Lusaka)

The 10 Baywa supported students managed to secure the industrial attachments. Six (6) students from the Food production class are currently on their attachments, while the other four students from the Fashion and designing class are attached to a CBO tailoring project with in Lusaka District. The attachment has accorded the students the opportunity to marry theory learnt in classrooms with the real field of work.

Go-Green Project (Livingstone)

The MA through the Go-Green Project significantly contributed to the reduction in water borne diseases through the provision of clean water to families. Access to clean water also made the families increase their gardening area from 10 yards to 20 and they are now producing variety vegetables for both consumption and sale. In addition, the problem of distance to the market for families producing vegetables was addressed through the provision of the Electrical Tricycle that has made it easy for them to transport their farming produce and now have access to readily available market. Working with the Community Based Organizations (CBOs) has increased their capacity and knowledge to write successful proposals, manage their organisations volunteers/staff, finances and activities effectively as a result of trainings that the MA provided during the period under review. One CBO managed to acquire a K60,000.00 grant to expand their programme reach while another one managed to diversify their activities to meet the ever changing needs of their clients.

(b) Challenges

The two common challenges encountered during the period under review are stated below:

- Some originally planned activities were not prioritised due to mid–year adjustments to the annual budget owing to limited funds and delayed budget approval. This limited the MA’s ability to reach more beneficiaries.
- Due to the late approval of the budget affected timely implementation of the activities as they had to be pushed to other quarters. This consequently loaded the MA with a lot of carry over activities.

2.1.3 Youth care and employability

(a) Achievements

One young person under FS programme, (4th year student studying for a degree in Business Administration), participated in the “Roadmap of Child and Youth Care (CYC) professionals and youth participants’ capacity strengthening through Digital Learning Workshop in Ethiopia. Due to his active participation during the workshop, the young man was appointed the SOS Southern Africa Youth Ambassador.

In the period under review, 177 young people were supported to acquire various vocational and professional skills. The range of study included carpentry and joinery, catering and hospitality, nursing, ICT, Social Work, Teaching, and others. Below is the table showing the number of young people who were supported and completed their professional/vocational trainings during the period under review.

Table 7: Young people supported and completed

Youth Care and Employability

Location	Supported	Completed
Kitwe	84	55
Chipata	2	1
Livingstone	91	8
Total	177	64

(b) Challenges

The ever increasing costs of goods and services had an impact on the supported young people. Young people had challenges to keep up with the money sent to them for their upkeep and rentals. Further, youth unemployment remains a huge challenge for young adults leaving care upon completion of their tertiary studies.

Matching market demand vocational skills with young people’s passion has proved a challenge in the quest to support young people acquire market driven skills.

The major challenges faced in youth care and employability include limited access to capital and finance for young people who have completed vocational skills training to engage in income generating activities aligned to their skills and high unemployment.

2.1.4 Advocacy

(a) Achievements

The MA during the period under review, engaged in various advocacy activities to influence local and national policies and legislations. The following are the notable outputs and outcomes of the advocacy efforts that the MA undertook in 2023.

- The MA through Joining Forces Alliance in Zambia, enabled one hundred and forty (140) children from six (6) countries (Zambia, Ethiopia, Cameroon, Tanzania, Guinea Bissau, and Burundi) present their views to the African government authorities on issues of their rights and digital environment during the commemoration of the Day of the African Child in Zambia. The key output of the commemoration was the launch of the Child Participation Framework which will be used to guide and support mainstreaming child participation within government departments and institutions.
- Through Joining Forces Alliance, the MA brought to the attention of policy makers the possible strategies that can be used to promote and protect the children’s rights in the advent of the Digital Environment.
- The MA facilitated for participation of a child from SOS Children’s Villages, together with other children, at the International World Children's Day commemoration event held in Walvis Bay Namibia. The children presented a communiqué to the 4 African Heads of States on issues affecting their rights and measures to be put in place to safeguard children's rights and wellbeing.
- The MA during the period under review contributed to the national call of reducing child marriage in the country. Through the district task force’s teams, managed to retrieve thirty (30) girls from early marriages and taken back to school. In addition the MA facilitated the drafting of by-laws aimed at preventing early marriages within Chief

Chooma’s chiefdom. The by-laws will also provide a legal framework to protect young girls from this harmful practice in Chief Chooma's kingdom.

- The MA during the period under review assisted a total of 400 girls in schools have access to sanitary towels and bathing soap by donating 1,600 reusable sanitary towels and 30 cases of bathing soap to support menstrual hygiene. 339 girls now understand the importance of menstrual hygiene as a result of being equipped with knowledge on a menstrual hygiene and waste disposal through the training.
- Parliamentarians were engaged on Youth and Children - the key output of this meeting was the joint action plan that was developed around various legislation concerning or touching on children rights.

(b) Challenges

The major challenge experienced is that community structures have limited capacities and resources to implement their advocacy plans. The MA plans to build the capacity of local community structures in advocacy strategies.

2.1.5 Human resources

(a) Achievements

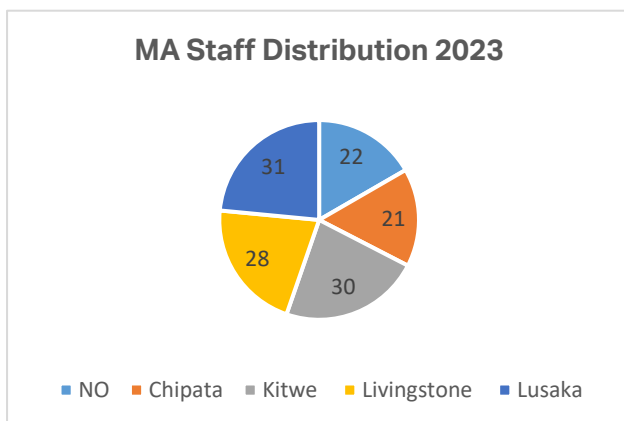
The MA now has a revised organisational structure that is aligned with the National Strategy as a result of the organization/functional review that management undertook. The fit for purpose structure’s effectiveness and efficiency will be assessed once the structure is implemented and learnings will be documented and reported.

The MA staff during the period under review acquired various knowledge and skills that have assisted them to perform their duties more effectively and efficient, as a result of capacity building trainings and peer-to- peer knowledge sharing with other MAs that were conducted in Procurement, Finance, Leadership/Management, and Monitoring and Evaluation/Project Management. In additional, the training also contributed to strengthening knowledge and understanding for supervisors and managers on how to manage their respective units through procurement processes, and performance management.

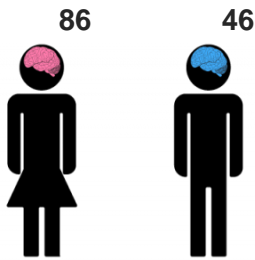
The MA enabled staff to be aware and understand various policies during the period under review, as result of reviewed policies. Policy review processes and induction sessions undertaken were on Anti-Fraud and Anti-Corruption, PSHEA, Code of Conduct and Value Based Competency Framework.

It’s expected that, with all the above investments, there will be improved performance and productivity among co-workers as the MA starts implementing its 2024 annual plan,

At the close of 2023, the MA had a total workforce of 132 with a breakdown of 86 female and 46 male staff. The chart below shows MA staff distribution during the period under review.



Lusaka Programme Location (PL) had a slightly bigger share of staff (31) compared to Kitwe PL (30). Livingstone had a share of 28 staff followed by National Office (NO) 22 and Chipata had the least share of staff (21). In terms of gender, the MA is predominantly female (86) compared to males (46). The figure below illustrates the staff gender at the close of 2023.



(b) Challenges

- The organization underwent a retrenchment process that saw a total of 65 staff leave the organization by redundancy. This was fostered by the change in programming focus of reintegration of children from the CVs. Management had to hence manage the emotional and adverse effect this process had on staff that both remained in the organization and those that separated from the organization
- Delayed budgetary approval delayed a number of activity implementation.
- Limitation in finances could not allow the HROD department implement compensation alignment with the labour market for staff. This would hence only be planned for 2024.

2.1.6 Internal processes and digitalisation

(a) Achievements

During the period under review, the MA undertook a number of activities to improve the Digital Maturity rating of the MA. The following achievements were recorded:

- The MA Digital Maturity rating increased from 34% to the current 51%.
- The MA improved its connectivity and infrastructure during the period under review as result of the procurement and delivery of ICT investments that included the purchase of networking hardware and infrastructure around the entire MA. This concluded the replacement of non-standard networking equipment for the entire MA has significantly improved service delivery across the MA.
- The MA also improved Cyberspace during the period under review by 100% roll-out of SentinelOne anti-virus across the MA to the targeted devices.
- The MA co-workers have now understanding of basic ICT as a result of implementing 90% of the planned co-worker ICT trainings in Cybersecurity, workspaces, Cloud application usage and Jira system usage.
- The MA staff during the period under review used various nine (9) workspaces that were introduced to enhance the execution of their tasks.

(b) Challenges

Limited funds for purchase of additional ICT Investments for Business Continuity and redundancy posed a great challenge to the ICT department.

2.1.7 Fund development

(a) Achievements

The MA leveraged lessons learned from Close-out of the European Union (EU), Christian Blind Mission (CBM) and Christian Health Association of Zambia (CHAZ) projects in

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December 2023. These processes have helped the MA pick up the useful lessons for improvements in the future projects.

The MA developed Concept Notes/proposals which were submitted to CHAZ, CBM and Hivos.

Community Based Organizations (CBOs) in Lusaka, Kitwe and Livingstone were trained in Resource Mobilisation leading to improvement in knowledge and skills in proposals writing for submission to institutional donors.

Table 8: Local income raised during 2023

Income stream	Actual	Plan	Variance	% Achievement
Sporadic donations from individuals	16,540	225,000	-208,460.00	7.35
Major and mid-level donations	989,899.64	-	989,899.64	
Sponsorships by individuals	88,235.00	3,570	+84,665	2,471.57
Other corporate donations	133,773	175,000	41,227	76.44
Events		400,000	400,000	0
Donations in Kind Corporate	57,242	13,500	43,742	424.01
Government allowances	10,000		10,000	
Sale of assets	497,650	600	497,050	82,941.67
Rent	1,299,448.00	1,158,536.15	140,911.85	112.16
Interest income	108,798.16		108,798.16	
Bank interests	166,133.50	32,136.99	133,996.51	516.95
Miscellaneous revenues	81,600.44	103,927.86	22,327.42	78.52
Conditional other revenues	468,271.92		468,271.92	
Total local income	3,917,591.66	2,112,271.00	1,805,320.66	185.47

(b) Challenges

The development of project proposals was put on hold in the period under review. Not being able to write proposal for institutional donors during the year meant that the MA had lower income than planned from IPD.

Lessons learned

Table 9: Lessons learned

Type	Lesson learned	Action(s) to be taken	Status of action
Reintegration Process	Working with Ministry of Community Development and Social Services and other stakeholders made the reintegration process a success.	Continue the collaboration with the government and other stakeholders	N/A
Concur method use	The use of concur methods help to shorten the RBM process. The MA was able to carry out the RBM process within one month.	N/A	N/A

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	However, despite the method being effective, it requires adequate preparations of the teams to ensure consistency in the processes and steps.		
Qualitative Impact Assessment Protocol	The methods empowers participants to report how they see the change from their own perspective. It also gives participants a voice. Easy to implement and less costly.	N/A	N/A
Working with Grass-Root Organizations	Working with grass-roots organizations promotes goodwill and ownership of activities.	N/A	N/A
Budget cut and realignment	This not only caused delays for some planned activities, it also affected the implementation modalities.	Some activities were delivered virtually while others were dropped.	N/A

Cross-cutting topics

Child protection

The MA conducted the Child and Youth Safeguarding audit for National Office and Livingstone program location. The audits were conducted with the support of the Regional CYS advisors. A report has since been submitted and the management action plan has been drafted for remedial action. Gaps in the audit included non-availability of terms of reference for Safeguarding teams, police clearance forms in personnel files, lack of safeguarding role specific clauses in some job descriptions, lack of safeguarding role specific performance appraisal talks, poor child participation as there were no child/youth safeguarding initiatives and improper use of the suggestion boxes. Management has drawn an action plan to remedy the identified gaps.

An orientation for the Board members on safeguarding was conducted with the support of IOR. An additional refresher training was held for Lusaka Location (30) and National Office (11) staff by the Regional Office Child and Youth Safeguarding Advisors. Annual trainings and sensitization sessions in safeguarding reached 115 staff and 275 children and young people.

Information sessions for the creation of the National Ombuds office were conducted for all the locations. The MA is currently conducting, as a requirement to the roll out of the ombuds office, child and youth participation sessions to create awareness about the office among the children and young people. This will also result in selection of representatives among the children/youths and staff who will work as liaisons with the Ombuds office. The consultations are also aimed at identifying children/youths who can take part in the recruitment of the Ombuds.

Gender

All the programs continued to be sensitive and alive to gender and disability inclusion issues. Although the gender audit was not conducted due to budget constraints, gender awareness sessions and trainings for the programme participants were conducted in the locations.

The following national initiatives impacted positively on the work of MA during the period under review:

- National Child Participation Framework was launched by the Government Republic of Zambia (GRZ). This framework is expected to accelerate children participation at all levels- community, district, provincial and national. This will also be used to monitor and evaluate children participation in national development processes from consultation, implementation, monitoring and evaluation of development interventions.
- National Child Safeguarding Framework was also put in place during the period under review. This framework is a response to operationalise the Children's Code Act No.12 of 2022. The framework provide direction to the issues of child safeguarding and act as a national resources in dealing with child safeguarding in Zambia.
- Marriage Act 1918: On December 22, 2023, Zambia enacted an amendment (amendment act) to the 1918 Marriage Act that raised the minimum marriageable age to 18 for all marriages, including those concluded under customary law.

Sustainability actions

The MA is striving for financial sustainability to concretize on its family and community impact. In this regard, the MA has put up an ambition Asset Optimization Strategy to ensure financial sustainability of the MA.

The strategy has identified potential assets that will generate income for the MA operations and programs/project. These assets include not limited to Houses, buildings such as Medical Centers and Land for lease.

The MA in its revised organizational structure has created a dedicated position to assist in fundraising strategies so that the MA can eventually attain its desire goal of becoming more financially sustainable and independent. It's anticipated that the position will bring to the MA the knowledge on how to grow and diversify their income.

In addition to financial sustainability, the MA has continued working with the local structures and CBOs at the community level in order to create ownership of the interventions. This will in turn lead to sustainability of the program when time comes for exiting of the community.

3. OVERVIEW OF PROGRAMME(S)

Programme location: Chipata

Chipata is based in Eastern province of Zambia which is predominantly a farming area. There are peasant farmers whose children are taken care of by the Children's Village. The Location during the period under review actively implemented its activities under its two major Programmes namely AC and FS.

AC supported forty-three (43) resident children in the CV and 26 children under kinship care. All school aged going children were enrolled in schools except for three (3) Children that were below school going age.

The location reintegrated fifty-three (53) children (25 Males and 28 Females) back to their families of origin in various districts of the Eastern Province. However, reintegration brought about the redundancy of thirteen (13) Co-workers (3 males and 10 females). The affected support staff, included; one (1) Village Educator, six (6) Mothers and three (3) Aunts.

FS had seven hundred and seventy-five (775) direct beneficiaries (493 children, 122 young people and 160 caregivers). The areas of operation covered included; Chadiza Central with

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forty (40) caregivers and one hundred and fifty-three (153) children (77 males, 76 males), Chindwale ward in Katete had seventy (70) caregivers, two hundred and eighty-four (284) children (138 males and 146 females) and Feni community in Chipata had fifty (50) families and one hundred and seventy-eight (178) children (93 males and 85 females) with a total of one hundred and sixty (160) caregivers for the three communities. A number of capacity building activities were conducted. These ranged from Gender Awareness, Child Protection, Mental Health, Parenting skills and Climate Smart Agriculture. An impact Evaluation and exit assessment was conducted for Chadiza district resulting in 40 families being exited from the program.

Challenges for the Location included having only one reliable Motor vehicle and the others were old with mileage over 400,000 Kilometres. The delay in the releasing of the budget had its share of inconveniences for the Location. Escalating Fuel prices posed a challenge to mobility and fluctuating commodity prices made budgeting problematic for Mothers in terms of procurement of household items for the families.

Programme location: Kitwe

The Alternative Care program implemented alternative care services such as family like care, small group home, kinship care, and supervised independent living. The location conducted assessments for the reintegration for the 50 children in line with the Government Reintegration guidelines. There were 84 children on the FLC program after 50 children were reunified with their families of origin. 4 young people were placed in small group home and 18 young people transitioned smoothly into independent life.

The FS programme started the year 2023 with 3,000 children and young people and the number reduced to 2,115 by December 2023 because of the exit of 61 families from the FS programme and CBM funded project. 50 families were exited due to self-reliance. 90 families had income generating activities and were able to access financial and material resources required to ensure their children's needs and rights were met.

The Tubombele Pamo project successfully came to a close after providing adequate support to 714 Persons with Disabilities. The project initiated IGAs for 216 families with Persons with Disabilities against the target of 300. 250 Persons with Disabilities were increasingly included as active participants in VSLAs and other financial services. 98 young people with disabilities were trained in skills that were relevant to the market.

The location managed to complete the implementation of most of the prioritised activities following budget realignments and leveraged on partnerships with already existing structures that were supporting programmes for children and young people within our target group as one of the sustainability actions and lessons learnt.

In the year 2023, the expenditure of the location was at 102% and local income was at 156% exceeding the planned target.

Programme location: Livingstone

The Livingstone programme location remained relevant by ensuring that children without parental care were provided a loving and caring home to grow up in, and those at risk of losing parental care received necessary support to remain in a home with stable parental care. In close collaboration with relevant government line ministries, the programme undertook actions aimed at supporting reintegration of children and young people with families of origin resulting in 39 out of the target 40 being reintegrated. The programme took deliberate actions such as awareness raising for all staff and children on safeguarding and this contributed to the location having minimal reported CS concerns. The programme achieved remarkable progress in implementing projects and interventions that are fully community driven with minimal facilitation by the programme. Cases in point include the Go Green Energy Project that is

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sustainably impacting the community through provision of green energy for agricultural purposes; provision of clean and safe water and power for income generation ventures. The programme also facilitated the successful finalisation of community by-laws on ending child marriages. The anti-child marriage task forces are working in the communities and this is bearing fruits as community members are refraining from marrying off underage girls and are reporting suspected cases. The programme experienced challenges such as high cost of goods and services which required readjusting budgets. This impacted the programme in that some purchases could not be done as planned.

Programme location: Lusaka

Lusaka Location is situated 5 Kilometres away from the Central Business District. The Location is surrounded by poor communities. The programme departments are FLC, Youth Care and FS. The major lessons that have been learned in the period under review are those of planning activities aligned to the MA strategy, the processes of reintegration and integration, FS activities of Community and Family Empowerment.

ANNEX

ANNEX 1: HYPERLINKS TO RELATED MATERIALS

Topic	Person responsible	Source information	of MA file should be saved to:	Hyperlink
Actual statistics of the MA	N.a.	Compass report accessed via the following path: Compass -> Federation Steering -> Statistical Key figures -> SKF Beneficiaries / SKF staff -> filter for MA and year	No longer required	Statistical Key Figures - Power BI
List of board members	National director	MA fills in template list of board members	Federation planning & steering: MA annual reports	N/A - please upload list of board members as separate document onto MA annual reports workspace
MA mid-term plan	National director	MA fills in template for mid-term planning	Federation planning & steering: Mid-term & annual plans	<i>Insert hyperlink of the mid-term plan</i>
MA annual plan	National director	MA fills in template for annual planning	Federation planning & steering: Mid-term & annual plans	<i>Insert hyperlink of the annual plan</i>
MA website	National director	Member association website	Not applicable: provide link only	<i>Insert hyperlink of the MA website</i>
Online directory page for MA	National director	SOS Online Directory	Not applicable: provide link only	<i>Insert hyperlink of specific page for the MA</i>

ANNEX 2: SUMMARY OF MAJOR ACTIVITIES OF THE MEMBER ASSOCIATION

[Provide an overview of major activities that occurred at the national level for the reporting period (e.g. audits, trainings/workshops, visits, etc.). Please mention which mid-term objective these activities support and what the results of the activity were.]

Major activities of the MA	Date	Corresponding national mid-term objective	Results
Leadership Training for NMT	December		Improved ways of management
Finance, Procurement, M&E training	November		Improved data quality & financial management
Annual Statutory Audit	March - May		Unqualified audit
Child Safeguarding Audit	November		Gaps identified and action plan in place
Board Evaluation	January		Improved corporate governance
Child Safeguarding Training for the Board	November		Board Members became more knowledgeable about the CSY guidelines