

M E S D A



**MOVEMENT FOR ECONOMIC AND
SOCIAL DEVELOPMENT IN
AFRICA**

“Building the Africa of tomorrow, today.”

Strategic Plan

2026 - 2028

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Acronyms

8NDP – Eighth National Development Plan

ACHPR – African Commission on Human and Peoples’ Rights

BHR – Business and Human Rights

CSI – Corporate Social Investment

ICT – Information and Communications Technology

KPIs – Key Performance Indicators

LeD – Leadership Development

LaW - Law and Welfare

M&E – Monitoring and Evaluation

MESDA – Movement for Economic and Social Development in Africa

NDP – National Development Plan

PESTEL – Political, Economic, Social, Technological, Environmental, Legal

SEP – Sustainable Empowerment Programme

SWOT – Strengths, Weaknesses, Opportunities, Threats

Foreword

The struggle for human dignity in African society has never been more urgent, and true dignity cannot exist without equitable access to economic security and the protection of fundamental human rights. The fulfillment of economic and social rights must no longer take the back seat but rather be placed at the center of all aspirations for African development. While civil and political rights are equally important, they remain incomplete without the structural foundations that allow people to enjoy their full set of rights.

Despite the surge of investment into Africa, economic inequality continues to widen, and marginalised communities still bear the brunt of weak legislation, climate change, and systemic institutional failures. At the same time, major shifts in global philanthropy have made these communities even more vulnerable due to severely stalled support from civil society. Even so, grassroots movements remain resilient and continue to adapt to the changing environment, refusing to remain silent.

This strategic plan represents a bold commitment from our organisation to permanently shift sovereignty to the communities we serve. It is not only meant to be an internal roadmap, but a tool to equip society with the literacy and advocacy tools necessary to strategically dismantle systemic inequalities. This strategic plan is a build up from our internal achievements and lessons from 2024-25. It is also a product of months of exhaustive research and consultation with partners, stakeholders, staff and the communities on the frontlines.

We extend our deepest gratitude to everyone who lent their vision, voice and critique to this process particularly donors, businesses, technocrats, grassroots leaders and international allies. Your steadfast support and belief in our vision makes our work possible, it keeps us going. The road ahead will require resilience, courage and strategic focus. Our work has just begun.

We invite you to stand with us, hold us accountable, and partner with us to build a future where social and economic development is a reality.

Together we can build the Africa of tomorrow, today!



Meamande Wamukwamba
Executive Director

Executive Summary

This Strategic Plan sets out the strategic priorities of the Movement for Economic and Social Development in Africa (MESDA). These priorities are set out for the period 2026–2028, anchored on the following six pillars:

- i. Business and Human Rights (BHR);
- ii. Leadership Development (LeD);
- iii. Sustainable Empowerment (SEP);
- iv. Law and Welfare (LaW);
- v. Organisational Governance; and
- vi. Financial Sustainability

Over the next three years, MESDA will focus on deepening programme quality, expanding geographic reach, and strengthening organisational sustainability. The strategy prioritises leadership capacity building, promotion of corporate accountability and environmental justice, and economic empowerment of women, youth, and marginalised communities.

Key strategic enablers include stronger partnerships, diversified funding, robust monitoring and evaluation systems, and enhanced governance. By aligning its interventions with national development priorities, regional human rights frameworks, and community-defined needs, MESDA aims to deliver lasting socio-economic transformation while strengthening its institutional resilience.

1.0 Introduction

MESDA is a non-profit civil society organisation established to advance social and economic development in Africa through leadership development, accountability strengthening, and community empowerment. This Strategic Plan translates MESDA’s vision into actionable priorities for the 2026–2028 period, informed by evidence from our programme implementation between 2024 and 2025.

1.1 Background

The establishment of MESDA is grounded in the need to support development priorities by addressing persistent socio-economic and governance challenges at community and institutional levels. Despite clear policy commitments articulated in the National Development Plans, gaps remain in inclusive economic participation, youth and women

empowerment, accountability, environmental sustainability, and community resilience, largely due to knowledge gaps, ambiguous statutory requirements, fiscal constraints, institutional capacity limitations, and uneven implementation.

MESDA was formed to complement state and development partner efforts by promoting sustainable empowerment, strengthening leadership and institutional capacity, and advancing evidence-based policy engagement. Through community-driven interventions, strategic partnerships, and the production and dissemination of policy briefs, MESDA seeks to bridge the gap between policy intent and lived realities. By working collaboratively with government institutions, civil society, the private sector, and development partners, MESDA ensures its programmes contribute meaningfully to inclusive growth, resilience, and long-term development objectives.

1.2 Organizational Performance

During the period under review, MESDA demonstrated steady progress in advancing its strategic objectives across empowerment, leadership development, and community resilience, while operating within a constrained and evolving development environment. The organisation strengthened its programming focus on youth, women, and civil society actors, contributing to improved leadership capacity, civic engagement, and livelihood resilience at community level.

MESDA also made notable strides in policy engagement and advocacy by generating evidence and engaging stakeholders on development, governance, and sustainability issues, reinforcing its role as a credible policy-oriented civil society actor. While resource limitations and external contextual factors affected the scale and pace of some planned interventions, the organisation continued to consolidate partnerships, enhance institutional systems, and align its work with national priorities.

Overall, MESDA's performance reflects a growing institutional maturity and a sustained commitment to delivering impactful, scalable, and sustainable development outcomes that respond to Zambia's socio-economic and governance challenges.

2.0 Organisational Identity and Focus Areas

2.1 Vision

An Africa where empowered citizens, responsible institutions, and accountable businesses drive inclusive and sustainable development.

2.2 Mission Statement

To secure the social and economic foundations of human dignity for all individuals through education, advocacy and legal protection.

2.3 Core Values

To be a professional, innovative, ethical and responsive organization that is oriented to advancing development in society. The following are the values that will guide the organisation in the next Strategic Plan period:

- ❖ **Integrity:** We act with honesty, transparency, accountability, good governance and integrity in all that we do. We will do the right thing, even if it's not the easy thing.
- ❖ **Excellence:** Uphold the reputation and image of MESDA. When we say we are going to do something, we will do it and we will do it well.
- ❖ **Unity and Teamwork:** We succeed together because we work as one.
- ❖ **Ambition:** We invest in and care for our people and communities. We seek opportunities to grow our business.
- ❖ **Diversity and Inclusivity:** We uphold diversity, equity and inclusion in all our activities.
- ❖ **Respect:** We foster respect and concern for human rights for all.
- ❖ **Service and Volunteerism:** We espouse the principle of paying it forward and giving back to the community.

3.0 Organisational Governance

3.1 The Board

MESDA operates under a Board-led governance structure that ensures strategic oversight, accountability, and compliance with statutory and ethical standards. Management is responsible for programme delivery, partnerships, financial management, and monitoring and evaluation.

Key governance priorities for the strategic period include:

- a. Strengthening Board oversight and advisory functions.
- b. Enhancing internal policies on finance, safeguarding, and risk management.
- c. Building staff capacity and reducing operational strain through institutional strengthening

The Board is composed of five members drawn from different walks of life. The members hold the interest of MESDA at heart and preserve its values. The primary functions of the board are as follows;

- a. To be key advisory body to the organization.
- b. To provide strategic oversight on the functions of the secretariat.
- c. To facilitate the mobilization of funds for operations.
- d. To provide financial oversight.
- e. To ratify key decisions by the management of the MESDA.
- f. Participate in implementation of the MESDA projects.

3.4 The Management

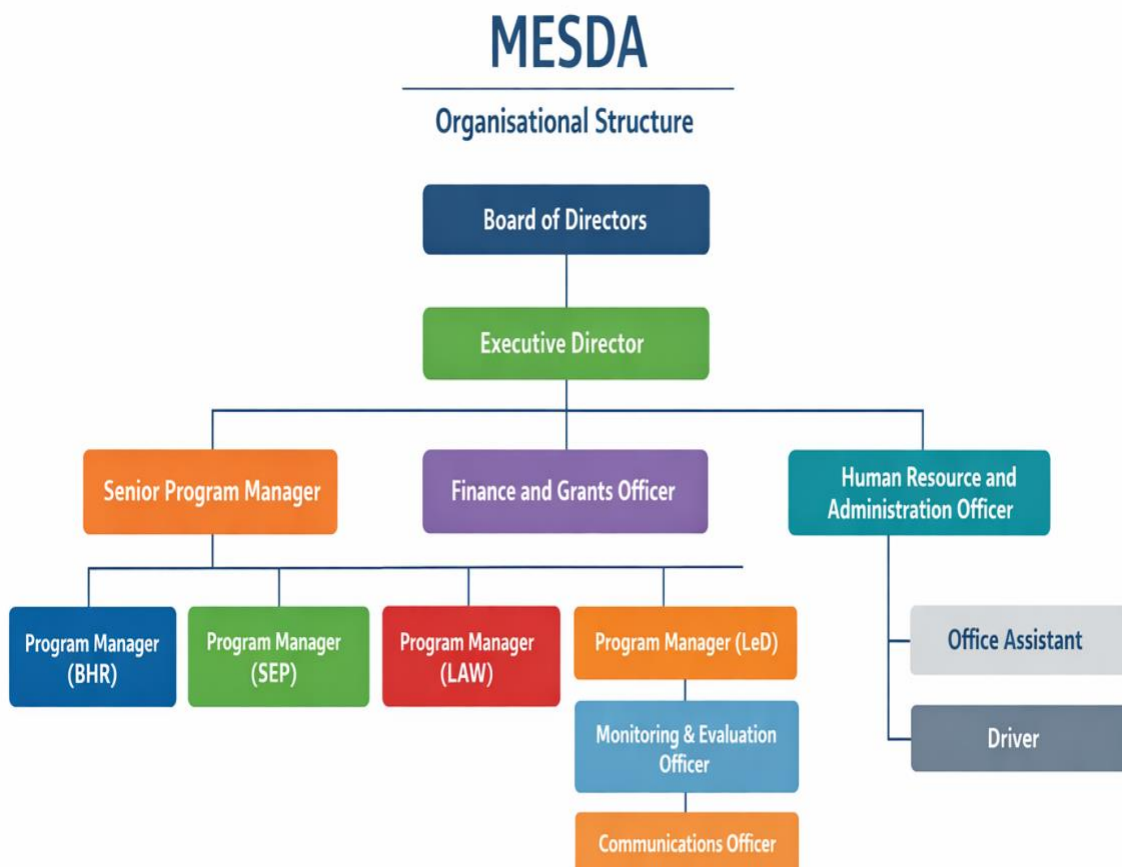
The MESDA will operate with twelve full-time employees who will be responsible for the day-to-day operations, ensuring that the business of the organisation is conducted in line with its strategic plans, policies, and procedures. The positions are outlined below:

- a. **Executive Director:** Provides overall strategic leadership and direction to MESDA. The Executive Director is responsible for implementing the organisation's vision, overseeing operations, managing stakeholder relationships, ensuring compliance with policies and regulations, and reporting to the Board.

- b. **Senior Program Manager:** Leads the design, coordination, and supervision of all programmes. The role ensures alignment of projects with MESDA's strategic objectives, provides technical guidance to Program Managers, and monitors overall programme performance and impact.
- c. **Program Managers:** The four Program Managers will be responsible for the planning, implementation, and management of MESDA's each of the four thematic programme areas, namely: Business and Human Rights (BHR), Sustainable Empowerment Programme (SEP), Law and Welfare Programme (LAW), and Leadership Development (LeD). Each Program Manager oversees a specific thematic area, ensuring that activities are delivered on time, within budget, and in line with organisational objectives. They coordinate with stakeholders, supervise programme staff, and report on performance, while working closely with the Monitoring and Evaluation and Communications functions to ensure effective reporting, learning, and visibility across all programmes.
- d. **Monitoring and Evaluation (M&E) Officer:** Designs and implements systems to track programme performance and impact. The M&E Officer collects and analyses data, prepares reports, and ensures that lessons learned inform decision-making and improve programme effectiveness.
- e. **Finance and Grants Officer:** Manages financial resources and grant administration. This includes budgeting, financial reporting, ensuring compliance with donor requirements, processing payments, and maintaining accurate financial records.
- f. **Communications Officer:** Leads the organisation's communication and visibility efforts. The role is responsible for developing communication strategies, managing media relations, producing content (reports, newsletters, social media), supporting stakeholder engagement, and ensuring consistent branding and messaging across all platforms.
- g. **Human Resource and Administration Officer:** Oversees staff management and administrative functions. Responsibilities include recruitment, performance management, staff welfare, office administration, and ensuring compliance with labour laws and organisational policies.

- h. **Office Assistant:** Provides general administrative and clerical support. Duties include handling correspondence, maintaining office supplies, filing documents, and assisting staff with day-to-day office tasks.
- i. **Driver:** Responsible for safe and efficient transportation of staff and materials. The Driver ensures proper maintenance of vehicles, adherence to transport policies, and supports logistical operations when required.

3.4.1 Current Programme and Administration Framework



4.0 ENVIRONMENTAL ANALYSIS

4.1 SWOT Analysis

This analysis provides a structured way to examine internal capabilities against the external landscape, to help us identify what we are doing well and where we need to pivot.

Strengths ● Strong programme credibility ● Trusted partnerships ● Demonstrated impact ● Regional networks ● Thought leadership platforms	Weaknesses ● Insufficient Financial Resources ● Limited human resources
Opportunities ● Growing demand for accountability in extractives and development industries; ● Demand for youth development and sustainable empowerment initiatives ● Regional human rights mechanisms ● Private sector partnerships. ● Constantly evolving legislative landscape	Threats ● Economic volatility which could affect donor landscape ● Donor Fatigue ● Significant competition for funding among various non-profits. ● Rapid changes in technology and cybersecurity threats.

4.2 PESTEL Analysis

This analysis is the strategic framework through which MESDA will identify, analyze, and monitor the external macro-environmental factors that may influence our organizational performance. This will help us anticipate risks, identify market opportunities, and make more informed long-term strategic decisions.

Political Government Policies and Development Frameworks: These policy priorities create alignment opportunities for MESDA’s empowerment, community resilience, and policy advocacy work, including the production and dissemination of policy briefs. Political Stability and Governance Environment: A stable political environment supports sustained community programming, stakeholder engagement, and evidence-based advocacy. Civil Society Engagement Space: Government openness to civil society participation in policy dialogue influences MESDA’s ability to engage effectively in governance, accountability, and development planning processes.	Economic Macroeconomic Conditions: Zambia’s fiscal constraints and economic volatility influence donor funding availability and the scale of community interventions. Donor and Partner Financing Trends: Increased emphasis on value-for-money, results-based financing, and locally driven solutions creates opportunities for MESDA to position itself as a credible implementing and policy-oriented partner. Employment and SME Challenges: High youth unemployment and constrained SME growth reinforce the need for MESDA’s empowerment initiatives aligned with inclusive economic participation under the NDP.
Social Community Vulnerabilities and Inequalities: Persistent poverty, gender inequality, and youth marginalisation shape the demand for MESDA’s programmes on empowerment, rights awareness, and resilience building. Demand for Accountability and Voice: Growing public interest in governance, transparency, and citizen participation strengthens MESDA’s role in community engagement and policy advocacy through research and published policy briefs. Demographic Pressures: Zambia’s youthful population presents both a challenge and an opportunity for MESDA to support skills development, civic participation, and sustainable livelihoods.	Technological Digital Access and Knowledge Platforms: Expansion of digital platforms presents opportunities for MESDA to disseminate policy briefs, research outputs, and advocacy messages more widely and cost-effectively. Data and Evidence for Policy Influence: Improved access to digital tools enhances MESDA’s capacity for data collection, analysis, and evidence-based engagement with policymakers and partners. Technology Gaps: Unequal access to digital infrastructure, particularly in rural and marginalised communities, remains a constraint that MESDA must consider in programme design and communication strategies.

Environmental Climate Change and Community Resilience: Climate-related shocks (droughts, floods, environmental degradation) directly affect livelihoods and social stability, reinforcing MESDA's focus on sustainable empowerment and resilience. Environmental Sustainability Expectations: Development partners increasingly expect integration of environmental sustainability and climate awareness into social and economic programmes. Natural Resource Pressures: Environmental stressors can exacerbate poverty and inequality, shaping the context within which MESDA operates.	Legal Regulatory Compliance: MESDA must comply with Zambian laws governing NGOs, including registration, financial reporting, governance standards, and accountability requirements. Policy and Advocacy Regulations: Legal frameworks governing public advocacy and engagement with state institutions influence how MESDA conducts research dissemination, policy dialogue, and stakeholder engagement. Donor Compliance Requirements: Increasing legal and fiduciary standards from donors require strong internal controls, transparency, and documentation.
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5.0 STRATEGIC DIRECTION - ZAMBIA

The Zambia Vision 2030 is a long-term development plan that reflects the aspirations of the Zambian people to build a strong, dynamic, industrial nation that promotes inclusive growth and improves overall well-being. These aspirations are operationalized through National Development Plans (NDPs), with the 8th National Development Plan (8NDP) currently serving as the guiding framework. The 8NDP provides the direction for the programs undertaken by MESDA.

5.1 Potential Alignments with 8NDP

Focus Area	NDP Alignment:	MESDA Contribution:
Sustainable Livelihoods and Inclusive Economic Participation	Job creation, SME development, and inclusive economic growth (9th NDP).	MESDA advances sustainable livelihoods by supporting entrepreneurship, skills development, and community-based economic initiatives that enhance household incomes, reduce poverty, and

		promote inclusive participation of youth and women in local economies.
Social Protection, Human Capital and Community Resilience	Human development, social protection systems, and community resilience (8th & 9th NDP).	Through empowerment-focused programming, MESDA strengthens community resilience by enhancing access to knowledge, rights awareness, and adaptive capacities, particularly for vulnerable groups facing social, economic, and climate-related shocks.
Governance, Accountability and Evidence-Based Policy Engagement	Good governance, transparency, and evidence-based planning (9th NDP).	MESDA supports national development priorities by producing and publishing policy briefs, engaging stakeholders, and promoting informed dialogue that strengthens accountability, improves policy implementation, and aligns community realities with national planning processes. We also contribute substantively towards policy development and legislative reform to strengthen accountable governance.
Law, Welfare and Access to Justice	Rule of law, human rights protection, social justice, access to justice, social protection, and accountable governance.	MESDA strengthens access to justice and welfare protection for communities affected by business-related human rights and environmental harms. Through legal literacy, pro-bono legal support, case referrals, rights education, policy advocacy, and strategic partnerships, MESDA empowers affected communities to understand their rights, seek remedies, engage responsible institutions, and access welfare support where livelihoods, health, dignity, or community wellbeing have been negatively affected by business operations.

To address these strategic priorities, MESDA has developed an operational framework to guide the execution of its mandate over the next three years (2025–2028). This framework will serve as a roadmap for program implementation, decision-making, and resource allocation, ensuring that MESDA’s efforts remain impact-driven, sustainable, and aligned with national development objectives.

5.2 Strategic Themes and Strategic Results

To realise its vision, MESDA has identified the following six (6) areas of focus and associated strategic results:

5.3 Strategic Objectives

MESDA is committed to contributing to Zambia's socio-economic development by empowering communities, strengthening leadership and institutional capacity, promoting accountability, advancing business & human rights, and supporting sustainable livelihoods. Outlined below are the strategic objectives for the 2026 – 2028 strategic period.

Strategic Theme	Strategic Focus	Key Interventions	Expected Contribution
Business and Human Rights	Strengthening corporate accountability and advancing the protection of environmental and human rights, particularly in high-risk sectors such as extractives.	Advocacy, public education, policy engagement, community-based interventions, stakeholder dialogue, and partnerships with regulators, civil society, affected communities, and responsible businesses.	Enhanced responsible business conduct, improved oversight, increased access to remedy, and protection of the rights, health, and livelihoods of vulnerable and at-risk populations.
Leadership Development	Building capable, ethical, and responsive leadership among youth, professionals, civil society actors, and public institutions.	Practical leadership training, ethical decision-making support, institutional strengthening, mentorship, and knowledge-sharing platforms.	Improved confidence, influence, effectiveness, and ability of leaders and institutions to respond strategically to social, economic, governance, and human rights challenges.

Sustainable Empowerment	Strengthening the economic and social resilience of women, youth, and vulnerable communities.	Community-driven empowerment initiatives, entrepreneurship support, skills development programmes, livelihood interventions, and locally grounded resilience-building solutions.	Enhanced livelihoods, reduced vulnerability, increased inclusive participation, and improved long-term resilience to social, economic, and environmental shocks.
Law and Welfare	Bridging the gap between the formal legal system and communities by addressing both legal problems and the underlying vulnerabilities affecting communities.	Rights education, policy reform, monitoring of human rights violations, legal advocacy, pro-bono legal representation, and strategic legal support to victims.	Improved legal empowerment, increased access to justice, stronger welfare protection, and enhanced ability of communities to claim their rights and access remedies.
Organisational Governance	Strengthening MESDA's institutional capacity, operational efficiency, and overall effectiveness.	Improvement of governance structures, staffing and human resource systems, internal controls, programme management, compliance systems, and institutional policies.	Stronger accountability, credibility, operational efficiency, and consistent achievement of strategic objectives.
Financial Sustainability	Diversifying MESDA's resource base and strengthening financial systems to sustain programme delivery over the long term.	Resource mobilisation, financial management systems, donor compliance, accountability mechanisms, cost-efficiency measures, and efficient use of resources.	Reduced dependency on single funding sources, improved financial resilience, stronger accountability, and sustained programme implementation.

5.4 Strategic Themes, Objectives and Activities

The MESDA Strategic Plan (2024–2026) is anchored on a comprehensive framework of strategic themes, objectives, and targeted interventions designed to deliver sustainable and measurable socio-economic impact. While the strategic direction was established at the commencement of the plan period, implementation is guided by clearly defined priorities that respond to emerging development challenges and opportunities.

The Plan is structured around six core strategic themes, namely: Business and Human Rights; Leadership Development; Sustainable Empowerment; Law and Welfare; Financial Sustainability; and Organizational Governance. Each theme is linked to specific strategic objectives and intended results, which are operationalised through well-defined programmes and activities.

This integrated framework ensures that MESDA’s interventions are coherent, results-oriented, and aligned to its broader vision of contributing to inclusive and sustainable development. By linking strategic priorities to actionable activities, the Plan enhances accountability, strengthens institutional effectiveness, and provides a clear basis for monitoring and evaluating impact over the 2024–2026 period.

IMPLEMENTATION PLAN

Strategic Theme One: Business and Human Rights (BHR)

Intended Result	Annual Target	Key Activities	Responsibility	Timeline	KPIs	Expected Outcome	Cost (ZMW) (3 Years)
Increased public awareness and stakeholder engagement on business - related environmental and human rights risks	10 Communities engaged annually	Conduct business and human rights awareness sessions.	MESDA	2026–2028	Number of communities engaged; number of briefs produced.	Strengthened knowledge on business and human rights principles and redress mechanisms	300,000
Increased access to remedy for affected communities	5 affected communities supported annually	Referral support; legal and technical guidance; stakeholder engagement with regulators, civil society, and responsible businesses	MESDA and Partners	2026–2028	Number of communities supported; number of referrals made	Improved access to remedy and accountability mechanisms	600,000
Enhanced adoption of Business and Human	20 businesses	Business and human rights awareness	MESDA	2026–2028	Number of Businesses reached	Improved adoption	150,000

Rights Principles by Businesses		sessions; training on responsible business conduct and human rights due diligence; development of simplified guidance materials;					
Strengthened policy and regulatory framework for business and human rights to protect affected communities	10 meetings with Government	Briefs on business and human rights to government; Advocacy meetings with government institutions and other relevant stakeholders	MESDA	2026–2028	Number of Meetings and Advisory Briefs into Government	Enhanced policy and regulatory protection for communities affected by business-related human rights and environmental impacts.	150,000
Strategic Theme Two: Leadership Development (LeD)							
Intended Result	Annual Target	Key Activities	Responsibility	Timeline	KPIs	Expected Outcome	Cost (ZMW) (3 Years)
Enhanced leadership capacity among youth and professionals	500 participants annually	Leadership training; mentorship	MESDA	2026–2028	Number of participants trained;	Strengthened leadership capacity	450,000

		programmes; ethical leadership workshops; professional development sessions			Number of mentorship sessions held		
Strengthened institutional capacity among civil society and local businesses	30 CSO's and Businesses trained annually	Capacity-building workshops; governance clinics; organisational development support; peer learning sessions	MESDA	2026– 2028	Number of leadership capacity strengthening workshops completed	Improved institutional leadership and effectiveness.	600,000
Strengthened leadership capacity within Government and private institutions	40 Government and private institutions supported annually	Capacity-building workshops; governance clinics; organisational development support; peer learning sessions	MESDA	2026– 2028	Number of leadership capacity strengthening workshops completed	Improved institutional leadership and effectiveness.	600,000

Strengthened community capacity to engage in governance and demand accountability	10 Communities engaged annually	Conduct awareness sessions on governance, civic participation, whistle blowing and accountability.	MESDA	2026–2028	Number of communities engaged; number of briefs produced.	Strengthened awareness and engagement in governance, civic leadership, whistle blowing and accountability.	300,000
Strategic Theme Three: Sustainable Empowerment (SEP)							
Intended Result	Annual Target	Key Activities	Responsibility	Timeline	KPIs	Expected Outcome	Cost (ZMW) (3 Years)
Women, youth, and vulnerable groups economically empowered through entrepreneurship and vocational skills development	200 women, youth and vulnerable people trained annually	Vocational skills training; Entrepreneurship training; Financial literacy; and Market linkages	MESDA and Partners	2026–2028	Number of participants trained and empowered	Increased income generation and economic resilience	750,000
Improved community welfare through targeted donations and assistance to vulnerable households.	50 vulnerable households and communities supported annually	Community needs assessments; mobilisation and distribution of donations; and provision of welfare and emergency assistance.	MESDA and Partners	2026–2028	Number of Households Assisted	Improved community welfare and resilience among vulnerable households and communities	300,000

Strategic Theme Four: Law and Welfare (LaW)

Intended Result	Annual Target	Key Activities	Responsibility	Timeline	KPIs	Expected Outcome	Cost (ZMW) (3 Years)
Strengthened access to justice and legal empowerment	100 vulnerable community members beneficiaries annually	Legal clinics; pro-bono legal advisory; partnerships with relevant institutions	MESDA	2026–2028	Number of beneficiaries supported	Improved access to justice	150,000
Increased community legal literacy	10,000 people reached annually	Mobile legal outreach; community sensitisation; radio programmes; rights education materials; legal literacy campaigns	MESDA	2026–2028	Number of people reached	Increased legal awareness and rights protection	900,000
Improved protection of human rights defenders and welfare	5 cases supported annually	Case referrals; legal representation linkages; welfare support; collaboration with NGOs and government agencies	MESDA	2026–2028	Number of cases handled	Enhanced protection of rights and welfare	900,000

Strengthened policy reform and legal advocacy	3 policy submissions annually	Policy research; legal analysis; stakeholder engagement; submissions to relevant authorities	MESDA	2026–2028	Number of policy papers/submissions made	Improved legal and social policy environment	150,000
Strengthened institutional collaboration	10 partnerships established	MOUs; stakeholder forums; joint legal empowerment programmes; referral coordination	MESDA	2026–2028	Number of partnerships established	Stronger legal and welfare support ecosystem	150,000
Zambia Human Rights Lawyers Network (ZHRLN) Established and Coordinated by MESDA	10 Lawyers enlisted as members annually	Establishment of ZHRLN and operationalisation	MESDA	2026–2028	Number of Lawyers Enlisted	Stronger Coordination among Human Rights Lawyers	450,000

Strategic Theme Five: Financial Sustainability

Intended Result	Annual Target	Key Activities	Responsibility	Timeline	KPIs	Expected Outcome	Cost (ZMW) (3 Years)
Increased revenue diversification	20% annual growth in funding base	Develop resource mobilisation strategy; prepare grant proposals; cultivate donor, private sector, and partner relationships	MESDA	2026–2028	Revenue growth; number of proposals submitted; number of funding partners engaged	More diversified and sustainable funding base	90,000
Improved grant and donor compliance	100% compliance with donor reporting requirements	Strengthen grant management systems; maintain donor reporting calendar; prepare timely financial and narrative reports	MESDA	2026–2028	Reports submitted on time; donor compliance rating	Improved donor confidence and accountability	30,000
Strengthened financial management systems	Annual Audit	Budget tracking; internal controls; financial policy review; regular	MESDA	2026–2028	Audit performance; budget absorption rate; financial	Strengthened accountability and financial control	450,000

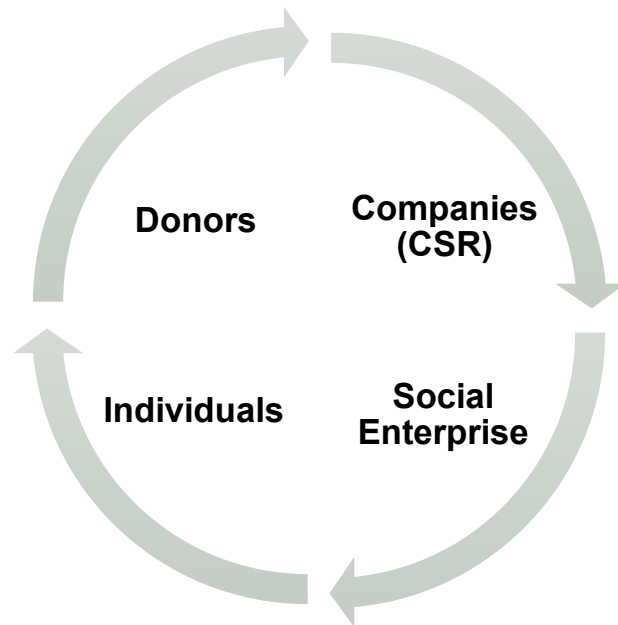
		management accounts			reports produced		
Strategic Theme Six: Organisational Governance							
Intended Result	Annual Target	Key Activities	Responsibility	Timeline	KPIs	Expected Outcome	Cost (ZMW) (3 Years)
Strengthened Board oversight and governance	Bi-Annual Board meetings held	Convene Board meetings; review organisational performance; strengthen Board advisory and oversight functions	MESDA	2026–2028	Number of Board meetings held; Board decisions implemented	Improved strategic oversight and accountability	450,000
Strengthened internal policies and compliance systems	Key policies reviewed and operationalised	Review finance, HR, safeguarding, risk management, procurement, and administrative policies	MESDA	2026–2028	Number of policies reviewed; compliance checks conducted	Improved institutional compliance and risk management	100,000
Improved staffing and human resource systems	Core staffing structure strengthened	Recruitment planning; Remuneration; staff performance appraisals; staff capacity building;	MESDA	2026–2028	Staff positions filled; appraisals completed; trainings conducted	Improved operational capacity and staff performance	9,444,000

		HR administration strengthening					
Improved M&E and learning systems	100% project coverage by M&E system	Develop and implement M&E framework; collect data; produce progress reports; use lessons for decision-making	MESDA	2026–2028	M&E reports produced; data quality; project coverage	Data-driven decisions and improved accountability	150,000
Strengthened communication and stakeholder engagement	20% increase in stakeholder engagement annually	Develop communication strategy; stakeholder meetings; newsletters; media engagement; publication of research outputs	MESDA	2026–2028	Stakeholders engaged; publications produced; media outputs	Stronger visibility, credibility, and partnerships	150,000
Improved organisational infrastructure through procurement of office equipment, adequate transportation, operational assets , and securing office space.	Office premises secured; 2 vehicles procured; office equipment and ICT infrastructure acquired	Purchase of relevant assets and equipment	MESDA	2026–2028	Office premises secured; number of assets and equipment acquired	Improved operations and efficiency of the organisational	1,960,000

6.0 REVENUE MODEL

6.1 Revenue Plan

The strategy of MESDA going forward will be to increase its revenue mix.



MESDA's revenue model is built on a diversified and balanced funding mix to reduce dependency on any single source and ensure long-term institutional sustainability.

Companies (CSR): Strategic partnerships with responsible businesses will support programme implementation through corporate social responsibility investments aligned with human rights, environmental justice, and community empowerment objectives.

Donors: Grants from bilateral, multilateral, and philanthropic donors will continue to support large-scale programmes, policy engagement, and institutional strengthening.

Social Enterprise: MESDA will generate earned income through fee-based training, advisory services, research, and knowledge products, ensuring that expertise and innovation contribute directly to organisational sustainability.

Individuals: Individual giving, philanthropy, and contributions from supporters will strengthen community ownership, flexibility in programming, and grassroots engagement.

6.2 Sustainability Plan

By combining grant funding with earned income and private contributions, MESDA will enhance financial resilience, accountability, and continuity of impact. This diversified approach supports sustainable programme delivery, enables strategic growth, and ensures MESDA can respond effectively to emerging social, economic, and environmental challenges over the long term.

7.0 MARKETING STRATEGY

The organization aims to roll out an aggressive marketing plan over the coming 3 years. The development of the plan will revolve around two focus areas; Search for partners and Increase visibility.

Marketing Focus Areas		
Focus Area One: Strategic Partnerships and Resource Mobilisation		
Focus	Objectives	Key Activities
Search for partners and donors	Proactively identify and engage donors, partners, and collaborators. Institutionalise intentional relationship-building with new and existing partners. Improve understanding of the funding landscape and stakeholder priorities.	Desktop research and stakeholder mapping. Targeted consultative and introductory meetings. One-on-one engagements to present MESDA's vision and programme portfolio.
Participation in networks and alliances	Expand MESDA's reach and credibility. Identify collaboration and co-funding opportunities.	Active participation in civil society, business and human rights, governance, and development networks. Engagement in national, regional, and thematic forums and coalitions.
Partner database development	Maintain a structured and up-to-date repository of partners and prospects. Enable efficient communication and relationship management.	Development and maintenance of an electronic partner database (online and offline). Profiling of donors, businesses, institutions, and strategic allies.

Partner communication and relationship management	Strengthen relationships and sustain engagement.	Regular updates via email and targeted communications. Periodic bilateral meetings and strategic check-ins.
Partner intelligence and alignment	Ensure relevance to partner priorities and funding requirements.	Review partner strategies, funding calls, and thematic interests. Attendance at partner-hosted events and learning engagements.
Focus Area Two: Visibility, Thought Leadership, and Public Engagement		
Digital and social media presence	Increase visibility and public engagement. Position MESDA as an accessible and credible organisation.	Strengthened and consistent use of social media platforms. Development of an organisational website. Use of impact stories, visuals, and short videos.
Policy briefs and knowledge products	Establish MESDA as a thought leader in leadership, business and human rights, and sustainable development. Influence policy and practice.	Regular publication of policy briefs, discussion papers, and research summaries. Dissemination through digital platforms, partners, and stakeholder forums.
Organisational communications materials	Communicate impact and strategic direction clearly.	Development of newsletters, annual updates, messages from leadership, and programme briefs. Distribution via digital platforms and targeted sharing with partners.
Media engagement and advocacy	Broaden reach and influence public discourse.	Participation in radio, television, podcasts, and print media. Op-eds and expert commentary on priority thematic areas.

National and international observance days	Reinforce visibility and advocacy messages.	Participation in key national and global days (e.g. Women's Day, Youth Day, 16 Days of Activism). Social media campaigns, statements, and public engagement activities.
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9.0 MONITORING AND EVALUATION

9.1 Introduction

MESDA will implement a results-based Monitoring, Evaluation, Accountability and Learning framework to track progress, strengthen accountability, improve programme delivery, and document the changes arising from the implementation of the 2026–2028 Strategic Plan. The framework will support evidence-based decision-making, improve resource utilisation, strengthen donor confidence, and ensure that MESDA’s programmes remain aligned with its vision of empowered citizens, responsible institutions, and accountable businesses driving inclusive and sustainable development.

The MEAL framework will cover all six strategic themes: Business and Human Rights; Leadership Development; Sustainable Empowerment; Law and Welfare; Financial Sustainability; and Organisational Governance. It will generate timely information on outputs, outcomes, implementation progress, beneficiary feedback, financial performance, organisational effectiveness, and emerging risks.

9.2 Purpose of the MEAL Framework

The purpose of the MEAL framework is to:

1. Track progress towards the intended results and outcomes of the Strategic Plan.
2. Strengthen accountability to communities, partners, donors, businesses, public institutions, and the Board.
3. Support evidence-based advocacy, policy engagement, and programme improvement.
4. Document lessons, success stories, challenges, and best practices across MESDA’s programmes.
5. Promote gender-responsive, inclusive, and participatory monitoring and evaluation.
6. Support adaptive management by ensuring that findings are used to improve planning, implementation, and decision-making.

9.3 MEAL Approach

MESDA will use a participatory and results-based approach to monitoring, evaluation, accountability, and learning. This will involve collecting both quantitative and qualitative data from programme participants, communities, partners, staff, and institutional stakeholders. Monitoring will be conducted regularly to assess progress, while evaluations

and reviews will be undertaken periodically to examine effectiveness, relevance, sustainability, and impact.

MESDA will also strengthen learning at two levels. At organisational level, staff and management will use review meetings, progress reports, and learning sessions to reflect on implementation, identify challenges, and improve programme performance. At community level, beneficiaries and affected communities will be engaged through feedback sessions, consultations, satisfaction checks, and participatory reviews.

9.4 Types of Monitoring

Type of Monitoring	Purpose in the MESDA Strategic Plan
Results Monitoring	To track progress towards intended results, outputs, outcomes, and long-term strategic changes under each strategic theme.
Process Monitoring	To assess whether activities are being implemented as planned, within agreed timelines and using available resources efficiently.
Compliance Monitoring	To ensure adherence to donor requirements, grant conditions, legal obligations, ethical standards, and MESDA internal policies.
Context Monitoring	To track external developments, risks, assumptions, policy changes, economic conditions, community needs, and emerging issues that may affect implementation.
Beneficiary Monitoring	To capture feedback, satisfaction, complaints, participation levels, and perceived changes among communities, beneficiaries, and affected groups.
Financial Monitoring	To track expenditure, budget absorption, value for money, cost efficiency, and alignment between financial resources and programme activities.
Organisational Monitoring	To assess institutional performance, governance effectiveness, staffing capacity, sustainability, internal systems, and operational efficiency.

9.5 Strategic Plan MEAL Results Framework

A results framework has been developed to guide the monitoring, evaluation, accountability, and learning of MESDA's Strategic Plan. The framework outlines the intended results to be monitored under each strategic theme, the key performance indicators, data sources, reporting frequency, responsible persons, and reporting timelines. It provides a structured basis for tracking implementation progress, measuring results, strengthening accountability, informing decision-making, and ensuring that programme achievements are systematically documented and reported throughout the strategic plan period.

9.6 Accountability and Feedback Mechanisms

MESDA will strengthen accountability by ensuring that programme participants, communities, partners, and stakeholders have opportunities to provide feedback on programme implementation and results. Feedback will be collected through community meetings, beneficiary feedback forms, stakeholder consultations, post-training assessments, complaints mechanisms, and periodic review sessions.

Particular attention will be given to women, youth, vulnerable groups, affected communities, and persons whose rights or livelihoods are impacted by business operations, social exclusion, or economic vulnerability. Feedback received will be documented, reviewed by programme teams, and used to improve programme design, delivery, and follow-up.

9.7 Gender, Inclusion and Participation

MESDA will apply gender-responsive and inclusive monitoring across its programmes. Data will be disaggregated, where possible, by sex, age, location, vulnerability status, and stakeholder category. This will help MESDA assess whether its interventions are benefiting women, men, youth, vulnerable groups, communities, institutions, and businesses equitably.

The organisation will also ensure that monitoring processes are participatory and that communities are not only treated as beneficiaries but also as contributors to learning, accountability, and programme improvement.

9.8 Learning and Knowledge Management

Learning will be central to the implementation of the Strategic Plan. MESDA will document lessons, good practices, success stories, case studies, and implementation challenges across all strategic themes. These lessons will be used to improve programming, strengthen policy advocacy, support resource mobilisation, and enhance institutional memory.

Learning products may include annual reports, policy briefs, community stories, programme briefs, newsletters, learning notes, media content, and stakeholder presentations. These products will also support MESDA's visibility and thought leadership in leadership development, business and human rights, sustainable empowerment, law and welfare, governance, and institutional sustainability.

9.9 Reviews and Evaluations

MESDA will conduct regular reviews and evaluations to assess the relevance, effectiveness, efficiency, sustainability, and impact of the Strategic Plan.

Review/Evaluation Type	Purpose	Timing	Responsibility
Monthly Internal Tracking	To track implementation progress, activity completion, expenditure, and immediate challenges.	Monthly	Programme Leads; M&E Officer; Finance Officer
Quarterly Progress Reviews	To review progress against targets, identify implementation gaps, and agree on corrective actions.	Quarterly	Management; Programme Leads; M&E Officer
Annual Implementation Review	To assess annual progress against strategic objectives and inform annual planning.	End of each year	Secretariat; Board
Mid-Term Review	To assess progress towards outcomes and make strategic adjustments where necessary.	Mid-2027	Secretariat; Board; external support where needed

End-Term Evaluation	To assess overall performance, results, lessons, and sustainability of the 2026–2028 Strategic Plan.	End of 2028	Board; Management; independent evaluator where resources allow
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9.10 Reporting Arrangements

MESDA will use structured reporting to ensure accountability and learning across all levels of implementation. Programme teams will prepare monthly activity updates and quarterly progress reports. The M&E Officer will consolidate programme data and support the production of annual performance reports. The Finance and Grants Officer will provide financial reports linked to programme delivery and donor compliance requirements. The Executive Director will report to the Board on strategic progress, risks, opportunities, and institutional performance.

Report Type	Frequency	Responsible Person	Main Users
Monthly activity updates	Monthly	Programme Leads	Management
Financial management reports	Monthly/Quarterly	Finance and Grants Officer	Management, Board, donors
Quarterly progress reports	Quarterly	M&E Officer and Programme Leads	Management, Board, partners
Donor reports	As required by grant agreements	Programme Leads; Finance and Grants Officer	Donors and partners
Annual performance report	Annually	Executive Director; M&E Officer	Board, donors, partners, stakeholders
Evaluation reports	Mid-term and end-term	Management; external evaluator where applicable	Board, management, donors, partners

9.11 Use of MEAL Findings

MEAL findings will be used to improve programme design, guide resource allocation, strengthen advocacy, support policy engagement, improve stakeholder communication, and demonstrate impact to donors and partners. Findings will also inform Board decision-making, annual planning, programme adjustments, and the development of future strategic plans.

9.12 Conclusion

The MEAL framework will enable MESDA to measure progress, remain accountable, learn continuously, and demonstrate the value of its work. By linking monitoring, evaluation, accountability, and learning to each strategic theme, MESDA will be better positioned to deliver inclusive, sustainable, and evidence-informed development outcomes for communities, institutions, businesses, and other stakeholders.

M E S D A



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