



# PROVINCIAL STRATEGIC PLAN

AFM – 2020-2026

This Document reflects the spirit of collaboration, involvement, reflection, dedication and love for the Mission present in our AFM Province. It is the result of our Provincial planning process of defining our strategy and direction, and the basis for future decision-making, setting priorities and allocating resources to pursue our goals. It also provides monitoring and evaluation mechanisms to guide the implementation of our strategy and support on-going learning and development of our missions.

*SSPDO*

**GENERAL PROVINCIAL STRATEGIC PLAN 2021 - 2026**

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# GENERAL PROVINCIAL STRATEGIC PLAN 2020

## 1. Overview of Salesian Sisters Province of Our Lady of Peace (AFM)

### 1.1 Background

The Salesian Sisters arrived in South Africa in 1961; in Lesotho, in 1983 and in Zambia in 1984. The first two countries were part of the British, and later the Irish Salesian Sisters Province, while Zambia was part of the AFRICA EST (AFE) Province.

In 1994, Sisters in SA and Lesotho asked to be detached from Ireland, as it was felt that we belonged in Africa. Our Superiors in Rome responded by creating the new AFM Province, joining South Africa, Lesotho and Zambia in 1995. The Province of Our Lady of Peace was thus born with 45 sisters, including six Zambian, five South African and two Lesotho Sisters with temporary vows. The rest were missionary Sisters, mainly from Ireland, England, Holland, Portugal and Italy. Sister Geraldine Reakes was the first Provincial, for two years.

The first Provincial House was established in Booyens, but facilities were limited, and in 1996 the Salesians Fathers (SDB) offered us their property in Walkerville as a Provincial House. In January 2013 the Sisters left Walkerville and established their own Provincial House in Boksburg.

## 1.2 The Salesian Sisters AFM Province encompass the following Community Missions per country

### 1.2.1 In South Africa

- **Belhar Community (Saint John Bosco) – Cape Town**
  - Don Bosco Educare Centre
  - Don Bosco Delft Skills and Training Centre
  - Parish Pastoral Work
- **Boksburg Community (Saint Mary Mazzarello)**
  - Provincial House Services
  - Provincial Offices
  - AFM Development Office
  - Pastoral Work
- **Booyens Community (Mary Help of Christians) - Johannesburg**
  - Mary Help of Christians Primary School
  - Parish Pastoral Work
  - Catechetical Leadership at SACBC level (Episcopal Conference)
- **Laura Vicuna Community (Laura Vicuna) – Ennerdale, Johannesburg**
  - Sancta Maria ECD Centre (Early Childhood Development) - Fine Town
  - Laura Vicuna Primary School - Ennerdale
  - Parish Pastoral Work
- **Malamulele Community (Saint Dominic Savio) – Limpopo**
  - Holy Rosary Catholic Independent Combined School
  - Oratory
  - Parish Pastoral Work

### 1.2.2 In Lesotho

- **Mary Immaculate Community – (Saint Luke’s Mission) – Maputsoe**
  - Saint Boniface High School (Board Member and RE teaching)
  - Laura Vicuna Pre-School
  - Mary Mazzarello Vocational Training Centre
  - Oratory (Ha Chaka)
  - Diocese and Parish Pastoral Work

### 1.2.3 In Zambia

- **City of Hope Community (Our Lady of Hope) – Makeni – Lusaka**
  - Home for Girls-at-Risk (GART)
  - Open Community School: Pre-School, Primary and Secondary
  - Oratory
  - Auxilium Skills Training Centre
- **Kasama Community (Laura Vicuna) – Kasama**
  - Laura Vicuna Girls Secondary School
  - Formation House for Aspirants and Postulants
  - Boarding House for Girls
  - Women’s Club: The Twatasha Cooperative at Katongo Village
  - Oratory
  - Parish Pastoral Work
  - SSCC (Salesian Co-operators)
  - Past Pupils
- **Luwingu Community (St. Joseph)**
  - Don Bosco School: Pre-School, Primary and Secondary.
  - Women’s Groups
  - Mazzarello OVC Farm
  - Valponasca Learning Farm
  - Parish Pastoral Work
  - SSCC (Salesian Co-operators)
- **Mansa Community (Saint John Bosco)**
  - Don Bosco School: Pre-School and Primary
  - Mazzarello Skills Centre and Production Unit
  - Eusebia Literacy Class
  - Oratory
  - Parish Pastoral Work
- **Mazabuka Community (Teresa Valse Pantellini) – City of Joy**
  - Home for Girls-at-Risk (GART)
  - Daily Oratory
  - Parish Pastoral Work
- **Mornese Community (Saint Mary Mazzarello) – (City of Hope) – Makeni - Lusaka**
  - Mornese Spirituality Centre
  - Formation House for Aspirants – First year
- **Thorn Park Community (Mary Help of Christians) – Lusaka**
  - Computer Skill Centre
  - Garden Open Community School (from Elementary to Secondary School)
  - ZCCB (Zambian Bishops Conference) and Parish Pastoral Work

### 1.3 The Role of the AFM Province in Development

The presence of the Salesian Sisters in the three Countries we serve, plays a significant role towards the development of the societies. Both in what it does and on how it is done, we are guided by the spiritual, moral, human and social influence of the Salesian Charism, present in the Church at international level, a gift of the Spirit of God to Saint John Bosco (our Founder) and Saint Mary Mazzarello (our Co-Founder). Our presences are called to be sharers in the mission of the Church, integral part of society and relevant in the day-to-day life struggles of the people. We are there to witness God’s love towards His people, in service/love/charity, the constitutive element of the Church’s mission. We are there caring for their spiritual growth and their wellbeing, the young generations and their future, the women in their

foundation role in the communities. We are there, educating, supporting, empowering the people and alerting them for their responsibility towards peace that should belong to all, the wellbeing of others and the caring for nature, the generous mother of all.

Our main mission is Education, and, ‘as we know, is meant to be transformative... a matter of love, hope and responsibility handed down from one generation to another’ (Pope Francis-Message 15/10/2020).

The following are some of the areas of integral development the Salesian Sisters play in the AFM Province, through Salesian approach:

SECTOR	
Education	7 Creches/Pre-Schools
	7 Primary Schools
	5 High Schools
Professional Skills Training	5
Girls at Risk Homes	2
Boarding Centres	1
Youth Centres/Oratories	6
Spiritual Formation Centre	1
Formation Houses (Religious Life)	2
Women’s Development	4 Centres ( <i>hundreds of groups of Women</i> )
Parish Pastoral Work	11

**2. Key features of this Project**

**2.1 The Process**

The designing of this Provincial Strategic Plan, meant to facilitate the capacity building and training of its members and collaborators, in a context of educational evolution and empowerment.

By involving each single community in the AFM Province in this project, we meant to ensure that their capacity develops as much as possible, so that they are able to enhance and strengthen the quality and effectiveness of their presence in each mission and take our involvement in development to a new level. This has required a planned programme of facilitation, training and capacity development, both within the congregation and by external facilitators.

Indeed, the project aimed, basically, at ensuring and increasing the quality of the Salesian Sisters’ presence among and for the most vulnerable categories we work for and with, and the missions’ sustainability over time by making the best use of each mission’s resources and protecting our Salesian charism and missionary approach.

This project has provided an opportunity for the Salesian Sisters committed in each mission, to set up their own internal planning, monitoring, project evaluation and to prioritize, capitalize on and improve interventions as they arise.

The project will also allow great progress at Human Resources' (HR) level, as it will encourage to put in place specific mechanisms, tools and procedures, for the good and quality of our presences.

The Strategic Plan will not only help each mission to be more effective in its approach, management and integral educative mission but also to make the Provincial Leadership Team (PLT) to be more aware of and responsive to the needs of the people entrusted to us.

By following and implementing this Strategic Plan, the AFM Province as a whole, will be in position to acquire a new holistic vision of the life and realities we are involved in and take, together, the necessary steps in achieving the common mission of the Kingdom of God among us.

## **2.2 Proposed Monitoring and Evaluation**

A systematic monitoring and evaluation process will assess and report on the relevance, effectiveness (achievement of planned objectives), efficiency, impact and overall progress of this project, on a quarterly basis at SSPDO level and on an annual basis at mission level. This will inform adaptation of plans, approaches and practices to improve project performance.

Monitoring and Evaluation will provide recommendations and suggestions to project managers and teams on how to improve projects in the different missions.

This monitoring and evaluation process will inform reports to the donors of projects on strict management of funds, will furnish regular financial and descriptive reports to the PLT and regular expenditure against budget monitoring reports will be sent by project managers to the SSPDO, according to each project.

Goal evaluation will be done by each mission as well as by the SSPDO on an annual basis or at the end or the different phases of each project, as per Mission Goal Realization tool.

## **3. SSPDO services to the missions**

The Salesian Sisters in the AFM Province, through their Planning and Development Office (SSPDO), aim at ensuring transparency, accountability, professionalism and continued support to their development projects, which directly benefit marginalized youth across the AFM Province.

The SSPDO of the AFM Province, is hence responsible for coordinating and promoting the development work of the Sisters' communities in the AFM Province. A key means of achieving this will be the new website, which will include an internal (non-public) section, as a platform for sharing progress reports and updates and issues, with the SSPDO and all other missions, as a basis for missions learning from each other, and mutual support for each other's development e.g. via questions, feedback and encouragement

Briefly, the SSPDO aims to:

- Ensure consistency of purpose within the Salesian Sisters Missions involved in development projects;
- Give advice to the Salesian Sisters development projects as requested;
- Disseminate the Salesian Sisters development work to internal and external audiences;
- Facilitate learning among missions, including via transparent, shared planning, M&E (Monitoring and Evaluation) reporting, feedback and communication, using the internal section of our new websites;
- Publicize the IFMA brand through suitable media platforms;
- Engage in fundraising and partnership development especially for the most under-resourced Salesian communities;
- As NPO, the SSPDO will fall under the National Law and will help strengthening our networking activities with the State, National and International Agencies, Associations and Funders.

#### 4. Strategic Planning Process

The strategic planning process started with the SSPDO workshops for all the Salesian Sisters in the Province, being one administered in South Africa for the southern region and two in Zambia, facilitated mainly by Sr Aine Hughes (Holy Cross Sister), in collaboration with Sr Maria Isabel Vieira (FMA), the SSPDO director.

The Local Missions Strategic Plans involved all the Sisters in each community, their Collaborators and Staff Members, who designed them according to their current reality and vision, projecting it into a future planning for the good and development of each mission entrusted to them.

This General Provincial Strategic Plan means to be a summary of the Local Missions Strategic Plans as a support to the Provincial Leadership Team (PLT), for better overall planning and support to missions, according to the overall priorities and possible and manageable resources of the Province in its near future, in a range of three to six years.

It also includes two complementary attachments as a breakdown of the Mission Strategic Plans, as further specified in this document.

According to the PLT decision on the priorities to plan and follow, a cost list will be completed, as budgets will be allocated.

#### 5. Provincial SWOT Analysis

A summarized list of Strengths, Weakness, Opportunities and Threats, per region:

Strengths	Weaknesses
<p><b>South Africa:</b> Assets and Facilities Trained Resources Good personnel Spirituality The young people Stakeholders support</p>	<p><b>South Africa:</b> Lack of space to extend + resources Instability of personnel Lack of educational equipment Lack of ownership of property Lack of transport Lack of Security and safety Lack of Food and Nutrition Scheme</p>
<p><b>Lesotho:</b> Good collaboration</p>	<p><b>Lesotho:</b> Lack of Resources</p>
<p><b>Zambia:</b> Committed and Reliable Resources; The young people; Assets and facilities; Charism and Values offered; Empowerment of people; Appreciation; Good collaboration.</p>	<p><b>Zambia:</b> Poor Infrastructures + Educational Prog Lack of knowledge and skills Poor work culture Lack of financial resources and others Lack of community involvement Lack of common administrative guidelines and planning</p>

Opportunities	Threats
<p><b>South Africa:</b> New Appointments Learning a New Skill Set Skills development Parental Care Workshops Development of Schools Accommodation for volunteers Literacy classes Skills Centre for practical FET</p>	<p><b>South Africa:</b> Insecurity/Theft/Crime Poverty / Unemployment Violence and Abuse Alcohol/drug addictions Financial Challenges</p>
<p><b>Lesotho:</b> Salesian Support</p>	<p><b>Lesotho:</b> Theft</p>
<p><b>Zambia:</b> Strong Youth Ministry Improve enrolment Increase Teachers Literacy classes for women Upgrade tech knowledge/experience Use and expansion of assets Formation and local communities' enrichment Formative relationships</p>	<p><b>Zambia:</b> High Population Growth Inadequate Funding Poverty/Unemployment Alcohol/drug addictions High parent's mortality Transportation Instability of personnel Lack of healthy recreational opportunities</p>

## 6. Our Vision

Our Provincial Vision through the creation of a General Provincial Strategic Plan is to provide a unified and fair management support structure to the Missions, aiming at ensuring that the development needs of each mission, funding support, prioritization of goals and resources, may be covered.

The involvement of each Mission in the whole of this project is basic for its success, as well as the involvement of each local community, in hand with their collaborators and educating communities, in the daily running and development planning of the Mission.

## 7. Guiding Image

In order to adhere to the needs of the Missions, we, as a Province, supported by the SSPDO, wish to achieve the following in our short and long-term projects:

- Deepen relationships among member organizations to increase knowledge, effectiveness and capacity for collective action.
- Facilitate sharing and learning among missions via transparent, shared planning, M&E (*Monitoring and Evaluation*) and reporting, and feedback and communication, using the internal section of our new website.
- Build bridges between Missions to increase partnerships and cooperation.
- Increase opportunities for cost saving programs and shared services.
- Strengthen community engagement.



- Raise sufficient funding to run and sustain our SSPDO activities in assisting the missions.

## 8. **Our Goals** *(Measurable (if possible), Agreed, Realistic and Time-based (acronym – SMART))*

### **Goal 1**

Based on the Missions' Strategic Plans, we aim to support the PLT in having a global vision of our Provincial reality.

As '**Attachments**' to this document, we include a **Breakdown of the Missions' Strategic Plans**, according to the Services they offer, their SWOT Analysis and the Goals they have established, as well as the impact of each goal in the mission and the level of effort needed to achieve it.

The budget section is also included and it provides a single analysis per mission, as well as a global financial impact, for the Province.

Summarizing, the attachments will assist on having a general understanding of all the missions, their visions and how they plan, themselves, to achieve better opportunities in their missions, as well as the local and provincial effort that will be needed to achieve the planned development schedules.

### **Goal 2**

By providing a General Strategic Plan, we aim to assist the PLT (Provincial Leadership Team) to prioritize projects as per Strategic objectives and provide decision support for funding for short-and long-term goals.

### **Goal 3**

To support the development of our missions by facilitating sharing and learning among missions via transparent, shared planning, M&E and reporting, and feedback and communication, using the internal section of our new website

### **Goal 4**

To mobilize resources and raise funds for our missions, and support local fundraising and resource mobilization by missions to support and develop their work and its results.

As part of the '**Attachment**', we present a **Mission Goal Realization Breakdown** that will guide the PLT to:

- Value each Mission's vision on being aware of Objectives as their "how" to meet their goals by using their own potential resources and to encourage their efforts on the self-development and improvement abilities at their hand;
- Have a global vision of the Missions' vision/needs and to plan strategies to assist them;
- Offer a better Province awareness to all the Sisters, by the sharing of each mission's realities and projects, which will strengthen the communities on supporting and empowering the missions entrusted to them;
- Prioritize projects (funding/others) that will respond, gradually, to the most urgent needs of each Mission;
- Provide the Missions with the development assistance and support (financial/administrative/other) they may need for the good of the Mission;
- Provide tools to assist on Benefits, Timings, Relevance of Impact, Level of Effort and Annual Evaluation of each project, as well as Budget Analysis and Goal Realization Matrix, for a deeper vision and clarified decision making.

***Annexures follow, per Region***