Introduction

Sentebale was founded by Prince Harry and Prince Seeiso in 2006 as a response to the needs of children and young people in Lesotho. The name means ‘forget-me-not’ in the Sesotho language, representing a pledge to remember the most vulnerable children in the region. The organisation has retained a primary focus on children and young people, but its working methods have evolved to maximise its impact through increased specialisation.

Sentebale has supported children and young people living with, affected by and at risk of HIV and AIDS, helping them to tackle both its symptoms and root causes. Sentebale has increasingly used its high profile and influence to give young people a platform to campaign for change, fighting the stigma faced by people living with HIV.

We are ready for and eagerly anticipating the next stage of our development, building on the platform established in recent years. We will use our experience to respond to new challenges and will listen to and be led by children and young people as we shape and evolve our work, ensuring we remain relevant and innovative.

What children and young people want

Children and young people in Lesotho and Botswana often face multiple barriers to their ability to develop and thrive.

The children and young people who attend our clubs and camps have articulated what a good quality of life would mean for them. They say they want to feel valued, happy and hopeful about their futures. They want to feel self-confident and to be able to make informed choices about how to lead their lives. This means they want to:

• feel safe and live in spaces free from any sort of violence or fear of violence
• be included and treated as equals in all aspects of social, educational and work opportunities
• have the necessary academic and life skills, both to be able to protect themselves and to find fulfilling ways to earn their living
• be able to access and benefit from youth-friendly health services – including in areas of mental and physical health, substance abuse, gender-based violence and violence against children
• be able to access youth empowerment programmes, grants, vocational and other forms of training and education
• have the confidence and skills to stand up for themselves when they or their peers are not being treated fairly, to speak out against injustices and campaign for better access to services and treatment.
How we believe these changes will come about

Sentebale’s experience of working with children and young people has given us deep insight into their needs and expectations. We know that the starting point for our work and any successful response must be grounded in their reality and informed by their own expressed needs, desires and ambitions. We believe that a multi-sectoral approach to HIV, that tackles both the symptoms and root causes, is critical for success and sustainability.

The starting point for developing our new strategy was listening to the needs and expectations of children and young people. We have identified changes, at a number of levels, that we believe need to happen if children’s hopes are to be met.

For our vision to be achieved the following will need to happen:

- **children and young people** have useful, life-enhancing knowledge and skills and have the confidence to speak out against injustices
- **parents and guardians** provide a supportive and caring environment, act responsibly and are able to sustain the basic needs of their families. Girls and boys will be treated equally – their opinions, needs and aspirations listened to and respected
- **local and traditional leaders** will be aware of practices detrimental to child and youth well-being. They will be respected leaders and role models, advocating against harmful cultural practices and promoting safe and appropriate support. They will work well with local government and the community to promote best practice
- **local government officials** will be well trained, conversant with policies on youth-friendly standards and work within an established structure of accountability and good governance. Local government officials will actively coordinate information, opportunities and the provision of guidance on funding
- **national governments** will provide comprehensive interventions that help protect vulnerable children, young people and their families. Children will access youth-friendly health services, psycho-social support, and adequately resourced, quality education in safe and secure environments
- **health professionals and social workers** will be well trained and motivated, with access to the resources they need to provide good quality services for children and young people. They will seek new knowledge and adopt best practice interventions, recognising and advocating for children’s urgent and emerging needs
- **teachers** will create a physically and emotionally safe environment for learners, treating boys and girls equally and acting as role models in their communities
- **donors** in-country and internationally will have a shared understanding of contexts and how change will happen, setting realistic targets with a focus on responding to local needs, sustainability, impact and quality. Efforts and responses will be coordinated
- **international organisations** will support country-specific programming, with funding matching expectations. They will harmonise data, reporting protocols, evaluations and learning, as well as advocating for and promoting local and national leadership
- **social media** will play a positive role in the health and well-being of young people. Young people will use it as a way of sharing factual information and providing mutual support, as well as a campaigning tool in partnership with key allies.

These changes cannot be, nor should they be, achieved by one organisation alone. Along with many other organisations working to address these issues, Sentebale has a valuable role to play. Our choices are informed by our own vision, mission and values, together with an analysis of how and where we work and what we believe to be our own strengths and best offers.
Sentebale's strategic choices

OUR VISION
All children and young people in Southern Africa are empowered, healthy and resilient.

OUR MISSION
To enable vulnerable children and young people to thrive.

OUR VALUES
Our values inform the choices we make, shaping and guiding our external and internal relationships, our programme and funding decisions.

• **Compassion**: We strive to be kind, thoughtful and caring in all our interactions.
• **Respect**: We treat children, young people and their families, communities, our partners and each other with respect, maintaining dignity and inclusiveness in everything we do.
• **Sustainability**: We work in partnership to foster independence, resilience and develop a generation of children and young people who are catalysts for change.
• **Accountability**: We are accountable and transparent to people we work with, and those who support us. We monitor and learn from our work to achieve better impact.
Who we work with

Sentebale aims to reach children and young people living with or affected by HIV, especially the most vulnerable who are additionally challenged by issues of deprivation, exploitation, abuse or neglect. They may be orphans, living with disabilities, and/or herd boys. They may also be disadvantaged or marginalised due to mental health issues, sexual and gender based violence (SGBV), alcohol or substance abuse, sexual orientation, stigma or other challenges that affect their health and well-being.

Our core approaches that characterise our support

- Children and young people are at the centre of everything we do. We listen to and are led by their needs and expectations and we protect their rights at all times.
- We empower young people, ensuring they are safe and confident, able to lead and advocate for themselves and their peers.
- We work in ways that build trust and respect in the communities we work and with our partners.

How and where we work

We work directly with communities and partners in Lesotho and Botswana. We create wider impact through sharing insights and experiences, convening and working with like-minded organisations – across the Southern Africa region – and through global advocacy.

Our offices in Lesotho and Botswana lead on national programme delivery, local advocacy, communications and fundraising. Our UK office leads on global fundraising, advocacy and overall governance and support.

Our aim is to build strong, high quality, nationally led programmes that are resilient and self-sufficient.
# Theory of change

## OUR VISION

All children and young people in Southern Africa are empowered, healthy and resilient.

### The changes we want to see

- Families, communities and local professionals are more aware of challenges and issues that face children and young people. They work together to create a more protective supportive and inclusive environment.
- Young people successfully influence access to, provision and evolution of relevant services.
- All children and young people living with HIV are engaged in care, virally suppressed and in good physical and mental health. Fewer young people become newly infected with HIV.
- All young people feel safe and secure in their childhood and adolescence. They have the life skills to make informed choices and have the confidence to speak out against injustices.

### Who we work with and for

**Within local communities**
- Parents and carers
- Community members and volunteers
- Teachers, health and social workers
- Community based organisations

**Globally, nationally, locally**
- Leaders/influencers
- Government ministries and councils
- Organisations supporting children living with or affected by HIV/AIDS
- Donors

**Our key stakeholders**
- Children and young people living with, affected by or at risk of HIV, especially those:
  - living in extreme poverty
  - living with disabilities
  - With mental health issues
  - Experiencing significant challenges in their lives

### What we do

- We raise awareness about HIV and how it affects children and young people. We promote changes in attitudes and behaviours towards children living with HIV.
- We empower and support young people to advocate for their own rights and needs. We advocate nationally and globally.
- We ensure that children can access relevant psychosocial services, protection and support. We offer direct support through clubs, camps and outreach in communities.
- With our partners, we equip young people with knowledge (beyond HIV), skills and resources that will enable them to become more resilient and valued members of their communities.

## How Sentebale proposes to address these issues

<table>
<thead>
<tr>
<th>Challenges that children and young people face</th>
<th>Poverty</th>
<th>Limited or no access to formal education</th>
<th>Feeling unsafe/ vulnerable</th>
<th>Power and/or gender imbalances</th>
<th>Fragile or non existent family structures</th>
<th>Lack of knowledge of services and rights</th>
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</thead>
<tbody>
<tr>
<td>High levels of HIV and associated stigma and discrimination</td>
<td>Poor understanding of SRHR &amp; challenges in managing HIV status</td>
<td>Poor mental and/or physical health</td>
<td>Little or no financial support, training, marketable skills</td>
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*Sentebale strategy: 2020 – 2025*
Strategic Programme objectives

Our four programmes provide support and awareness, enable advocacy and promote empowerment for children and young people.

1. **Strengthen health and psycho-social wellbeing of the most vulnerable children and young people, those living with HIV/AIDS and those who are at the highest risk of HIV and AIDS due to deprivation, exploitation, abuse or neglect.**

   **Strategic objective:** Children and young people are able to access and benefit from youth-friendly support and services for their health and well-being.

   **Outcomes:**
   - More children and young people know their HIV status.
   - Children and young people have improved understanding of Sexual and Reproductive Health and Rights issues.
   - More children and young people benefit from improved uptake of health services, treatment and retention in health care services.
   - Children and young people's lives are improved through psycho-social support.

2. **Raise awareness and promote behaviour changes through information, education and communication**

   **Strategic objective:** National and Community stakeholders ensure a more protective, supportive and inclusive environment for addressing children and young people’s social and health issues.

   **Outcomes:**
   - Children and young people access youth friendly services offered by national and community stakeholders.
   - Improved effective collaboration between local service providers ensuring greater support, protection and inclusion.

3. **Enable young people to voice their own challenges and to advocate for improved health, education and protection services**

   **Strategic objective:** Young people successfully advocate for their health, education and social protection rights.

   **Outcomes:**
   - Young people understand their rights and responsibilities in line with practices and policies that affect them.
   - Young people are successfully motivating peers and others in their communities to become advocates for themselves and their communities.
   - Young people's lifestyle, behaviour and rights improved through the design and implementation of sound and relevant policies from the national level.

4. **Enable young people to better support themselves and their families and become valued members of their communities**

   **Strategic objective:** Young people are more resilient, self-confident and valued members of their communities.

   **Outcomes:**
   - Young people benefit from improved opportunities to complete formal education and/or learn new life skills.
   - Young people are more able to economically support themselves within their communities.
   - Young people find new/innovative ways to work towards sustainable economic well-being for themselves and within their communities.