



## **STRATEGIC PLAN 2016 - 2026**

Road Map towards Ending Poverty in Luangwa  
with the support of ChildFund New Zealand



# REMARKS FROM THE MANAGER



It is a pleasure to present to you this ten year strategic plan for Luangwa Child Development Agency (LCDA) which covers the period from 2016 to 2026. The strategic Plan highlights some of the projects to be implemented by the organization during the ten (10) year period. This strategic plan was developed through a thorough consultative process by various stakeholders as well as the community at large.

The organization has a presence in Mandombe, Chikondwelelo and Tigwilizane Communities of Luangwa and these represent the District at large according to the geographical operation of the LCDA. The projects to be implemented are mainly in the areas of health, education, livelihood, water and sanitation, child protection, sponsorship. All these projects are aimed at addressing the growing needs of the deprived, excluded and vulnerable (DEV) children in the District.

It is enlightening to mention here that these projects if implemented successfully will make a definable difference in the lives of the children, youth and care givers that we work with. We still remain enthusiastic and committed to the cause of bringing lasting change in the lives of the children and communities in which they live.

This plan will contribute to ChildFund's Strategic Plan "Destination 2020". It will as well contribute to the attainment of the Country's (Zambia) National Vision of becoming "a prosperous middle income country by 2030.

The realisation of this Strategic Plan requires the concerted efforts of all stakeholders both internal and external in order to contribute to ending poverty in Luangwa.

We also wish to appreciate the support that ChildFund New Zealand through ChildFund Zambia will render in contributing to the realization of this Strategic Plan.

On behalf of Luangwa Child Development Agency, I once again call for your overwhelming support as we begin this journey of contributing to ending poverty in Luangwa District.

A handwritten signature in black ink, appearing to be 'DM', written over a light blue circular stamp.

**Dr. Danford Makayi (Ph.D)**

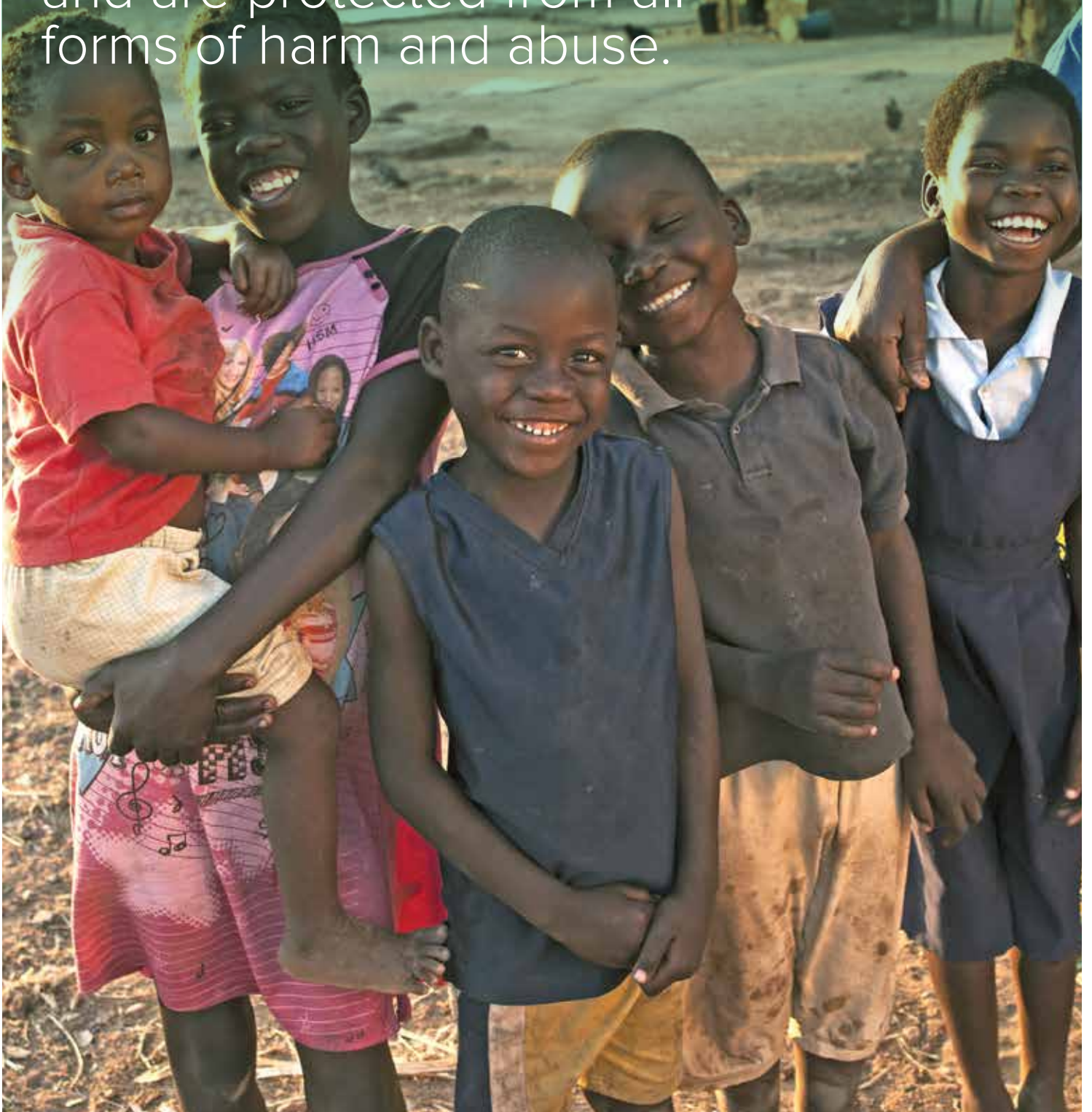
**Manager**

**LUANGWA CHILD DEVELOPMENT AGENCY**



# VISION

By 2026, Luangwa Child Development Agency envisages communities in which children and youth have their basic needs met, and are protected from all forms of harm and abuse.







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# CHILDFUND'S ROAD MAP FOR LUANGWA, ZAMBIA



By undertaking projects that eliminate the causes of child poverty. This will be achieved by leveraging resources and capabilities and working with partners to ensure that the deprived, excluded and vulnerable groups are not marginalised.

The Luangwa Child Development Agency (LCDA) is the Luangwa-based partner of ChildFund Zambia. ChildFund New Zealand has been supporting them as a Dedicated Partner since 2010. We work in four communities there; Tigwilizane,

Mandombe, Chikondwelelo and Kavalamanja. The Agency will take the lead role in achieving the Roadmap. ChildFund is the only international NGO present in the district, so are critical in improving the lives of children and their families.

This plan has been developed by the community, with the goal that by 2020 the community will be well on its way to solving problems on their own. ChildFund will then ease-up on its support, and move to another area where help is needed.



The following pages are a plan of what we need to achieve, together.

Any of the activities and infrastructure we describe in this Road Map will contribute to the successful achievement of the plan.

ChildFund's sponsors, Change Creators, and donors will all help to reach the goal, with the community.

Talk to us at ChildFund about how you can help the people of Luangwa get closer to achieving their dream.

**Contact ChildFund  
New Zealand on:  
0800 808 082**





## WE WANT A COMMUNITY WHERE HOUSEHOLDS HAVE:

- Enough food to eat
- A regular income
- Access to clean water
- Hygienic toilets
- Good health centres
- Permanent school buildings
- Children in early childhood education
- Youth engaged and active in working towards positive change in their community
- Children and youth participating in decisions that affect them and their community
- Children receiving quality education
- Youth and parents planning for families and keeping themselves safe

# LIVELIHOODS

Agriculture is the main livelihood in Luangwa, but it does not provide either food security or sufficient income for families.

The main challenges facing farmers are drought, lack of access to farming inputs, low prices for produce, and the high cost of farming inputs. Youth find farming to be unprofitable and as there are limited other opportunities for employment, over 80% of youth currently live in poverty.

Animal-human conflict is an additional agricultural challenge. A wide variety of animals graze in and migrate through Luangwa, and entire crops can be quickly destroyed. Irrigation is also limited and drought is increasingly putting a strain on families. The consequences for children are serious malnutrition and poverty.



## Who can help?

LCDA has developed strong connections with state actors, including local government ministries. Ministries such as the Department of Agriculture and Livestock Services, the Department of Water Affairs, and the Zambia Wildlife Authority will provide much of the technical assistance, training and ongoing support that is needed.

LCDA will also work closely with the community and traditional leaders.

## How does this align with the district/national/relevant plans?

In an effort to reduce extreme hunger and poverty and to create self-employment, the Zambian Government has prioritised agriculture. This aligns well with LCDA's focus in Luangwa. LCDA also recognises the importance of training youth to be skilled and involved in their communities, so will support youth to establish sustainable agricultural livelihoods.



# What we've already achieved

- Trained 600 women in the rearing of dairy goats for milk production
- Trained 150 youth in banana production and goat rearing
- Trained 60 youth in vegetable gardening
- Established 3 banana plantations
- Provided 60 youth with treadle pumps for irrigation
- Installed 2 solar-powered fences to protect over 850 hectares from wild animals
- Provided goats, chickens, fruit trees and farming inputs to 700 farmers
- Taught farmers about conservation farming, marketing and disaster management



TOTAL COST OF WHAT'S REQUIRED

**NZ\$8,190,000**  
over 10 years

# What still needs to be done

## SOLUTION 1

Install irrigation system for 1,000 hectares of land throughout the district

**COST \$6,700,000 (\$6,700 per hectare)**

## SOLUTION 2

Plant 100 hectares of rice; support seed multiplication in rice, sunflowers, maize and potatoes; and create 2 modern storage facilities for crops.

**COST \$585,000**

## SOLUTION 3

Poultry and vegetable production for 800 youth, fully equipped with inputs, irrigation, training and support.

**COST \$190,000**

## SOLUTION 4

100 farmers equipped with bee hives, trained in honey production and mushroom growing facilities

**COST \$130,000**

## SOLUTION 5

148 cows purchased for 74 villages (2 per village), with support in improved pasture and milk production

**COST \$110,000**

## SOLUTION 6

2 Value addition centres to process and add value to fruit and vegetables

**COST \$135,000**

## SOLUTION 7

10 houses for wardens to protect villages against harmful conflict with animals (particularly elephants)

**COST \$340,000 (\$34,000 per house)**

# COMMUNITY CAPACITY



LCDA has a well-grounded community structure. It has Sections, Zones, and Community Associations which together make a Federation.

The Federation consists of a board which is responsible for policy formulation. Policies are implemented by Federation staff, led by the Federation Manager. LCDA has clear policies, procedures, practices and systems to enhance financial management. High standards of integrity and accountability are backed up by periodic audits and internal control reviews.

## Who can help?

ChildFund Zambia and relevant district ministries and departments are available to provide technical assistance to build community capacity, including Community Development, Social Welfare, Agriculture, Fisheries and Livestock, Education, and Health.

## How does this align with the district/national/relevant plans?

In an effort to reduce extreme hunger and poverty and to create self-employment, the Zambian Government has prioritised agriculture. This aligns well with LCDA's focus in Luangwa. LCDA also recognises the importance of training youth to be skilled and involved in their communities, so will support youth to establish sustainable agricultural livelihoods.

# What we've already achieved

- LCDA has provided capacity building for community volunteers, particularly in the areas of health and livelihoods, in collaboration with stakeholders such as the District Health Office and the Department of Agriculture.
- Trained chiefs and headmen on leadership and decision-making
- Established a Federation of community members
- Trained staff of LCDA



# What still needs to be done

## SOLUTION 1

Train community members in resources mobilisation and networking

**COST \$126,000**

## SOLUTION 2

Provide training of community volunteers and LCDA staff in financial management and project management

**COST \$126,000**

## SOLUTION 3

Taking the board and staff members to other federations to learn how they are working

**COST \$34,000**

TOTAL COST OF WHAT'S REQUIRED

**NZ\$286,000**  
over 10 years



# WATER & SANITATION

The two largest rivers in Zambia wind their way through Luangwa. However, this does not guarantee safe access to clean water for the neighbouring communities.

Thirty-five percent of people have no access to safe drinking water. Boreholes are few, and many people walk long distances to collect water from shallow wells that are contaminated by animals, and often dry up during droughts. Collecting water from rivers places people at significant risk of crocodile attacks.

Fifty-four percent of people do not have access to sanitary facilities. The cost of building materials such as cement and iron sheets is prohibitive for most families so they construct basic pit latrines. These are prone to collapsing during the rainy season. Waterborne diseases such as diarrhoea are common. Volunteers educate their communities about hygiene and safe sanitation but they have limited resources and coordination capabilities and need more support.

## Who can help?

LCDA will work with the Ministry of Local Government and Housing. The Ministry launched the National Water and Sanitation Programme in 2007 to accelerate progress on access to safe drinking water and improved sanitation in Zambia, particularly in rural areas.

The LCDA is a member of the WASH Forum, a network of all NGOs working in the water and sanitation sector. At the community level, they will work with volunteers to establish sustainable practices and services that improve access to clean and safe water.

## How does this align with the district/national/relevant plans?

In the Zambian government's 'Vision 2030', a target was set of 80% access to clean water by 2015 and 100% by 2030. Similarly, targets were set of 68% access to sanitation by 2015 and 90% by 2030. LCDA will contribute to achieving these goals in rural communities, which are often the most disadvantaged in accessing clean water.



# What we've already achieved

- 12 boreholes have been installed
- 7 solar powered boreholes have been installed
- 18 people trained to maintain boreholes
- 144 people trained to educate their communities in safe sanitation and hygiene
- Connected Kamoba Village to piped water
- 6 safe sanitation facilities constructed

# What still needs to be done

## SOLUTION 1

Install 21 boreholes, with 10,000 litre tanks and solar powered systems, in rural health centres and communities

**COST \$340,000 (\$16,200 per borehole)**

## SOLUTION 2

Train 36 people to maintain and repair the solar driven boreholes

**COST \$110,000**

## SOLUTION 3

Train 2,300 volunteers to support hygiene and safe sanitation in their communities

**COST \$115,000 (\$50 per volunteer)**

TOTAL COST OF WHAT'S REQUIRED

**NZ\$565,000**  
over 10 years

# EDUCATION

Luangwa has 15 primary schools, 6 secondary schools and 2 community schools. In addition, there are 24 early childhood education centres that are supported by LCDA.

The government supports another 5 centres, 2 of which were constructed by LCDA. Two more centres are currently under construction by LCDA, which has also trained the preschool teachers in coordination with the Preschool Association of Zambia.

One of the primary schools has a unit for children with special education needs which was constructed by LCDA in 2011. The unit includes living quarters for children and their matron. Teachers and community members have worked to create an environment in which children with special needs can participate in the affairs that affect them. LCDA is committed to providing ongoing support for SEN and the early childhood education centres until the Ministry of Education is able to provide sufficient funding.

Government policy dictates that every child have access to free primary education in Zambia.

Unfortunately, many children are forced to drop out of school due to illness, early marriage, pregnancy, and economic hardship. Additionally, the school environment is often not conducive to learning due to poor infrastructure, lack of water and sanitation facilities, poor quality learning materials, and limited teacher capacity. Teacher housing is inadequate so teachers are sometimes not present at school. LCDA has contributed to a reduction in the rate of dropouts from 229 in 2012 to 113 in 2016 through provision of desks, rehabilitation of classrooms, construction of toilets, rehabilitation of boreholes, provision of teaching and learning materials, and training of teachers in participatory child-centred teaching approaches. Further work is required to ensure that all children attain a quality education.

## Who can help?

LCDA will work with stakeholders such as the Ministry of Education's District Education Board, UNICEF, traditional leaders and the community, community development and social welfare services, the council and the District Commissioner. The agency will also collaborate with the Preschools Association of Zambia.

## How does this align with the district/national/relevant plans?

National policy in Zambia states that all children should be able to access an education of acceptable quality and relevance. The proposed activities are aligned with this policy. At the district level, LCDA will work closely with the District Education Board to ensure that the district plans are also implemented.





# What we've already achieved

- 10 early childhood education centres constructed
- 24 early childhood education centres supported
- 2 primary schools rehabilitated
- Trained primary school teachers on child-friendly teaching methods and how to share their learning with others
- Provided books, desks and hand-washing equipment to primary schools
- Constructed a unit for children with special education needs and provided ongoing support
- Sensitised children and parents about teen pregnancies and early marriage



# What still needs to be done

## SOLUTION 1

Supporting children with special education needs with transport to school

**COST \$31,000**

## SOLUTION 2

6 teachers houses to be constructed

**COST \$195,000 (\$32,500 per house)**

## SOLUTION 3

Construct (9?) early childhood education centres, provide support to existing centres, train teachers

**COST \$250,000 (~\$30,000 per school)**

## SOLUTION 4

Support adult literacy, and provide teaching and learning materials

**COST \$41,000**

## SOLUTION 5

Construct 6 classrooms and equip with furniture

**COST \$112,000**  
**(~\$18,500 per classroom, with furniture)**

## SOLUTION 6

Provide clean water to 8 schools by drilling and upgrading boreholes to have solar powered pumps

**COST \$130,000 (\$16,250 per school)**

## SOLUTION 7

Construct a skills training centre for the youth in the community and equip with furniture

**COST \$200,000**

TOTAL COST OF WHAT'S REQUIRED

**NZ\$959,000**  
over 10 years

# HEALTH

Luangwa District has 12 health centres which provide a range of critical services.

There are also 32 Primary Health Care centres which provide important services for children such as vaccination and growth monitoring. Access to health care is obstructed by the distance to centres, particularly during the rainy season when travel can be difficult; understaffing; and lack of medical supplies. New centres are needed in the three communities of Mandombe, Chikondwelelo and Tigwilizane.

LCDA works with local health authorities to support growth monitoring and registration of children, bi-annual Child Health Weeks, de-worming and Vitamin A supplementation. The District plans to develop nutrition gardens with community members to reduce malnutrition.

Malaria is endemic in Luangwa, and children and pregnant women are particularly vulnerable. District authorities work to combat malaria with prompt diagnosis and drug treatment. LCDA contributes to malaria prevention through education and provision of insecticide-treated mosquito nets.

LCDA also supports voluntary counselling and testing for HIV/AIDS by working with community based volunteers and health centre staff. They have also trained 35 volunteers to provide family planning services in their communities.

## What strengths does the community already have in this area?

The Luangwa Child Development Agency has worked with partners to build the capacity of community volunteers. The volunteers include malaria control agents; volunteers in water, sanitation and hygiene education; lay HIV/AIDS councillors; peer educators, Safe Motherhood Action Groups, and family planning distribution agents.

## How does this align with the district/national/relevant plans?

This aligns closely with the 2012 National Health Policy. LCDA works closely with the District Health Office with a focus on the District Health Strategic Plans, which are implemented every three years. The key areas of intervention match those outlined above.



# What we've already achieved

- 12,000 insecticide treated mosquito nets distributed
- Support provided to the District Health Office for Child Health Weeks
- 85 malaria control agents trained and provided with bicycles
- 30 youth peer educators trained
- Community family planning agents trained and provided with bicycles

## SOLUTION 5

Health Transport: An ambulance, a motorbike ambulance, and 9 motorbikes for the hard to reach areas

**COST \$150,000**

## SOLUTION 6

Train nurses and EMTs: train local youth as nurses and Emergency Medical technicians

**COST \$350,000**

TOTAL COST OF WHAT'S REQUIRED

**NZ\$1,645,500**  
over 10 years

# What still needs to be done

## SOLUTION 1

HIV/AIDS: train lay counsellors, purchase 9 tents for mobile voluntary counselling and testing centres, and train health staff in paediatric care

**COST \$35,000**

## SOLUTION 2

Reproductive, maternal and child health: support community education around male involvement, cervical cancer and family planning; train health workers in cervical cancer screening and install 2 hospital screening machines; establish sexual health corners in 9 clinics; and 90 bicycles for health workers

**COST \$190,500**

## SOLUTION 3

Malaria Prevention: support 85 Malaria Control Agents, provide them with bicycles, distribute insecticide-treated mosquito nets and conduct indoor residual spraying across the district (especially under 5 year olds), procure a microscope for laboratory testing

**COST \$345,000**

## SOLUTION 4

Health infrastructure: construct a rural health centre at Luangwa High School with 3 staff houses; a rural health centres with 2 staff houses; construct mother's shelter at district hospital; 2 staff houses at the hospital; construct lab facilities at 2 centres; a maternity wing at one health post, staff housing and incinerators; full renovation for the Kavalamanja health facility; support training for health workers; purchase an ambulance and motorbikes for outreach services; purchase x-ray machine and laboratory facilities

**COST \$575,000**



# CHILD PROTECTION

Child abuse in Luangwa is partly the result of people not having adequate information about children's rights.

Child protection committees exist in the form of village committees which report to the local chief and are responsible for issues affecting community members, including children and youth. However, there are no clear channels for reporting child protection concerns or dealing with them. Very few cases of child neglect, abuse, violence or child labour are reported to either community committees, social service departments, or the police.

## What strengths does the community already have in this area?

The existence of village committees is an asset in the communities. The capacity of committee members could be strengthened.

## Who can help?

LCDA is a child-focused, community-based agency, which places it in an ideal position to contribute to child protection. LCDA can mobilise the community and empower it with skills to play an active role in their own development efforts. LCDA works with other key child development organisations and government institutions, and closely collaborates with the Department of Social Welfare, Safe Motherhood Groups, District OVC Coordinating Committees and Child Care Protection units.

## How does this align with the district/national/relevant plans?

Plans are aligned with the National Child Policy which provides guidance on appropriate interventions for child survival, development and protection.



# What we've already achieved

- 30 key stakeholders organised to discuss child protection issues
- 1 new village committee established to strengthen child protection
- Focus groups formed of youth and adults to discuss child protection issues
- LCDA staff trained on child protection

# What still needs to be done

## SOLUTION 1

Train children, youth and adults on child protection issues, and establish mechanisms for reporting issues and communicating with community members about child protection

**COST \$1,370,000**

## SOLUTION 2

Establish a Radio Station to allow children to voice their issues and share with whole community

**COST \$13,500**

TOTAL COST OF WHAT'S REQUIRED

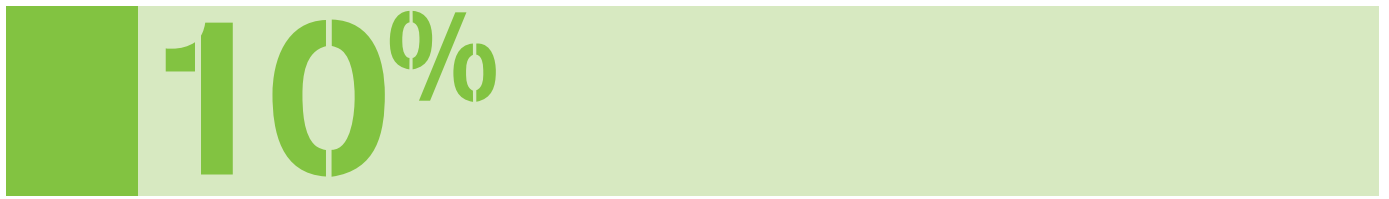
**NZ\$1,383,500**  
over 10 years



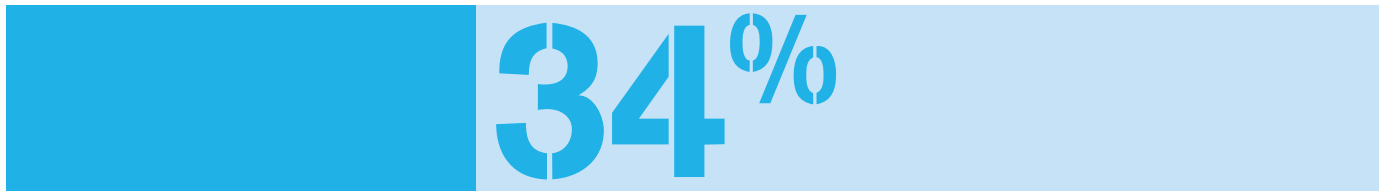
# REVIEW OF PROGRESS TOWARDS THE COMMUNITY VISION

In 2016, here's where we're at...

## LIVELIHOODS



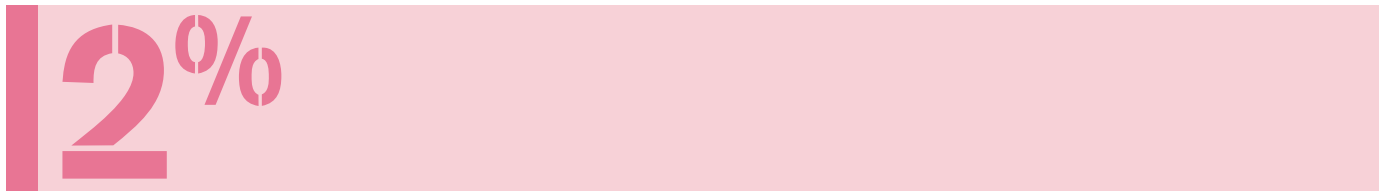
## WATER & SANITATION



## EDUCATION



## HEALTH



## CHILD PROTECTION

