

NACRO

New Apostolic Church Relief Organisation

Strategic Plan 2019-2023

“Consolidation and moving forward”



New Apostolic Church Relief Organisation

Strategic Plan 2019-2023

The New Apostolic Church Relief Organisation (NACRO), formerly Henwood Foundation was formed by the New Apostolic Church and registered in Zambia in 2002 as a Non-Governmental Organisation (NGO) to address issues of poverty and vulnerabilities in the communities.





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Chairperson's Note

The New Apostolic Church Relief Organisation (NACRO) was formed in 2002 by the New Apostolic Church District 28 as a unit of the church that takes care of the humanitarian and developmental needs of the communities. In 2015 the name of the organisation was changed from Henwood Foundation to NACRO in order to promote the visible association of the NGO to the mother church. This strategic plan is for a period of five years, from 2019 to 2023. It is during this strategic plan period that NACRO will be celebrating 20 years of existence (in 2022). This will be a big opportunity to reflect on what we have been able to achieve over all these years. Therefore this plan brings together all the experiences of programme implementation over these years, and strategically focuses on key areas that have a high potential to improve the lives and livelihoods of the vulnerable community members.

The main theme of this plan is consolidation and moving forward. Consolidation in that there are ongoing programmes that we would like to grow and expand, while at the same time consolidating the achievements scored so far and exploring new areas. The strategic plan lays strong emphasis on health, education, livelihoods and disaster risk reduction. All these thematic areas will be implemented equally in Malawi, Zambia and Zimbabwe.

Wide consultations were done during the preparation of this strategic plan. Internal and external analysis on the global trends and possible impacts on NACRO were also done. The plan also brings on board the elements of risk analysis, to position the organisation for any foreseeable negative eventualities. I am strongly convinced that all these efforts have resulted in a well-grounded and better focused strategic plan that will strengthen our impact and improvements in the targeted communities. A lot of effort was put in to ensure that only key, relevant, realistic and strategic activities are included in the plan.

Finally, just like the pre-cursor strategic plan (2012-2017), this plan also puts a lot of emphasis on internal organisational development and growth. Specific activities are included to ensure that the Governance and oversight of NACRO is strengthened, while at the same time the secretariat that are in charge of implementing these programmes are well grounded in their skills and knowledge and are kept abreast with the contemporary developments. I would like to invite you to be part of this strategic plan. I urge you to read this document and find one or two activities that you will help to implement, either through funding, volunteering or participation in the activities. God Bless You All.

Nelly B. K. Mutti
NACRO Board Chairperson



Acknowledgements

Many people were consulted and gave input in the development of this strategic plan. We are grateful and indebted to their generous time and suggestions that have resulted in this document. Let me start by appreciating the District Apostle who spared his time to share with us his vision of how he would like to see NACRO and its fruits. Secondly, we would like to thank the board members, present and past, for their valuable guidance and strategic input into this plan. We are also grateful to the Area Apostles, the district elders, Regional Advisory Committee members and ordinary members of the church who actively participated in the various meetings that were held to solicit their inputs.

The other appreciations go to the community beneficiary members who gave their direct programme experiences that were very useful in shaping this plan. We are also grateful to the staff of NACRO who contributed directly to developing some sections of this plan, and providing useful feedback on the draft plan, your continued commitment to our ideals is appreciated. Finally I would like to appreciate the technical input and guidance provided by the external consultant.



Tebuho Yubai
NACRO Executive Director

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Executive Summary

The New Apostolic Church Relief Organisation (NACRO), formerly Henwood Foundation was formed by the New Apostolic Church and registered in Zambia in 2002 as a Non-Governmental Organisation (NGO) to address issues of poverty and vulnerabilities in the communities. Currently the NGO has operations in Malawi, Zambia and Zimbabwe.

NACRO has been implementing programmes and projects in various thematic areas including education, health, agriculture & livelihoods and disaster mitigation. The current strategic plan is for the period 2019-2023.

NACRO has the following vision: “Strengthened NACRO that transforms vulnerable communities into resilient and self-sustaining households in the areas it operates,” and the mission statement reads as follows: “To provide high quality demand driven services that impacts positively on the lives of the vulnerable communities and provides capacity building that results in stronger resilience and improved livelihoods.”

The main strategic goal for this period will be:

“To contribute to improved livelihoods and strengthened resilience of vulnerable community members in Malawi, Zambia and Zimbabwe by facilitating access to better services and empowerment based on community needs.”

Two interrelated outcomes will be used as the main beacons for this plan, and these are:

1. The livelihoods of the vulnerable households that live in the targeted communities are improved and their standard of living is enhanced.
2. The resilience of the families and communities that are at higher risk of external shocks and disasters are strengthened and are able to cope with and recover from such calamities.

In the plan, there are six outputs that when achieved will contribute to these two outcomes. These outputs are presented below:

– Disadvantaged and vulnerable community members living in underserved areas have access to better educational services, including nursery, primary, secondary and adult literacy learning.

– Female and male youths from marginalised family backgrounds develop strong survival and vocational skills through trainings, awareness raising and practical hands on experiences.

– Women and men living in poverty in the targeted communities benefit from improved health services, including the adolescent reproductive health services.

– Many poor families living in challenging conditions have increased access to safe and clean drinking water and improved sanitation facilities.

– The adaptive capacity of the targeted vulnerable households enhanced in order to meet their food and nutrition security and increase their incomes.

– Communities and families that live in areas that are prone to disasters such as floods and droughts have a high level of preparedness and are able to cope with such shocks.

On top of the above programmes, NACRO will dedicate some energy towards improving their internal capacities, which include Governance, Resource mobilisation, structures and internal management systems.

Chapter 1:

NACRO in Malawi, Zambia and Zimbabwe

The New Apostolic Church Relief Organisation (NACRO), formerly Henwood Foundation was formed and registered in Zambia as a not for profit organisation in 2002. Since then, the operations have spread out into Malawi and Zimbabwe. In 2015 it changed the name from Henwood Foundation to NACRO, to align with the church identity.

NACRO has been implementing programmes and projects in various thematic areas in all these countries, including education, health, agriculture & livelihoods and disaster mitigation.

In Malawi NACRO started implementing programme activities in 2005 as a field office for Zambia. In February 2011, NACRO was formally registered in Malawi under the Trustees Incorporation Act. Over these years NACRO has touched many lives and improved the living conditions of both men and women. The support provided include relief support to victims of flooding and earth tremors, construction of agricultural irrigation schemes, agricultural input and technical support, water and sanitation in rural areas, health programme support as well as educational support at early childhood development level and primary school level. Currently NACRO's on-going active projects include Msongolo Agriculture Irrigation Scheme project, Luvuwo irrigation scheme, livelihoods savings and investment cooperative projects and disaster mitigation activities. The other projects are the Early Childhood Development Centers (ECDC) in each of the 3 regions (Mbwatalika ECDC, Mchengautuba ECDC and Tikondane-Chikuli ECDC).

In Zambia, NACRO has provided a wide range of support in the past as well, including relief aid to fire victims, health and HIV/AIDs activities in the rural

communities, Agricultural direct input & implements support and capacity building, educational services and Village Savings and Investment support. In addition, NACRO was also active in the issues of water and sanitation for the rural dwellers. For ongoing programmes, NACRO is supporting two schools of Makapaela in Limulunga district and Matenda in Mansa district. Both schools were started by NACRO after realising the pressing need for a school in these isolated communities. The schools are now catering for all the levels from ECD level to upper primary. A clinic was also constructed in Mkushi rural, 55 Kilometres away from the township. The clinic is jointly managed by NACRO and the Government. A vocational skills training centre for former street kids and other vulnerable youths is about to be opened in Chibombo. In the communities, NACRO has several Savings and Investment groups that are helped with technical and mentoring support on an ongoing basis, leading them to reach self-sustenance levels. As part of the skills development centre and farmers market support, NACRO is running a farm and a tomato processing factory in Chibombo. This is an income generating venture for the organisation as well.

In Zimbabwe, NACRO started programme activities in 2009. Since then the following activities have been implemented in various communities: Sustainable Agriculture and Business Opportunities projects; Water, Sanitation and Hygiene (WASH); nutrition support to vulnerable children and disaster mitigation (houses). Others were promotion of fish farming for nutrition and income as well as support to alternative energy stoves (ethanol stoves).

The three countries share boundaries and have similar geo-social environments. The table below summarises some of the socio-economic indicators in each country.

	Malawi	Zambia	Zimbabwe
Country Size	118,480 square kilometres	752,614 square kilometres	390,757 square kilometres
Population (2017 estimates)	18.6 million	17.0 million	16.5 million
2017 GDP per capita	338 USD	1,509 USD	1,079 USD
2018 Human Development Index Rank	171 out of 189 countries	144 out of 189 countries	156 out of 189 countries
2017 Infant mortality rate per 1000 live births	38.5 deaths per 1000 live births	41.5 deaths per 1000 live births	36.5 deaths per 1000 live births

This strategic plan is for NACRO in all the three countries for the period 2019 to 2023. A midterm review of the plan will be done in 2021.

Chapter 2:

Our Vision of the future

This strategy sets out the vision for the work that NACRO will be doing in Malawi, Zambia and Zimbabwe in the coming five years. It takes a holistic approach to supporting the vulnerable community members. This strategy comes at a time when NACRO underwent major organisational re-positioning and re-birth. The plan aims to consolidate on our gains in the past five years and accelerate our growth and outreach in the coming five years. The staffing levels of NACRO has increased from less than 15 employees five years ago to more than 40 currently with several volunteers. The number of projects implemented have equally increased exponentially. The theme of our strategy in the coming five years is rightly dubbed as “Consolidation and moving forward”. This implies that we will strengthen the current ongoing work, and while at the same time exploring new programme opportunities bearing in mind the mandate and capacities of that we have.



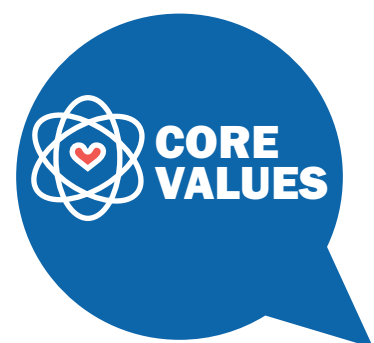
The strategy will be guided by the NACRO strategic vision which is stated as follows:

“Strengthened NACRO that transforms vulnerable communities into resilient and self-sustaining households in the areas it operates.”



Our mission statement reflects partly our core values and partly our main mandate. The following is the mission statement that NACRO will pursue in all the work that will be done:

“To provide high quality demand driven services that impacts positively on the lives of the vulnerable communities and provides capacity building that results in stronger resilience and improved livelihoods.”



NACRO being a church oriented civil society organisation takes the guiding values very seriously. The values lean strongly on the biblical teachings. During the implementation of our strategy the following values will be observed in order to maintain our cohesion and relevance:

- Honesty
- Integrity
- Commitment
- Non-discriminatory and
- Equity

Our Values	Our interpretation of the values
Honesty	We believe in fulfilling our promises. We walk our talk and we adhere to facts. We keep our promises.
Integrity	We are consistently open, honest, ethical and genuine. We adhere to our word and live by it.
Commitment	We are dedicated to our cause. We believe in what we do and are always pursuing our dream of better and equitable society for all.
Non discriminatory	We believe in an equal opportunity for all without any form of discrimination.
Equity	We believe in being fair and impartial in all our dealings

Strategic Approach



This strategic plan will be implemented using the following approaches:

- Capacity Building – Capacity building will be at the center of our work. Communities and households will be equipped with skills, knowledge and tools to solve many of their daily problems in their lives.
- Facilitating Linkages and partnerships – Most of the work that NACRO will do will involve partnership building with other organisations and service providers like Government to strengthen the delivery of services to the poor.
- Infrastructural development – Physical infrastructures last longer, and services emanating from such structures benefits many people for many generations. NACRO will use this approach as far as resources will permit.
- Community empowerment – Communities will be empowered with knowledge and resources that will enable them to improve the lives of the individual members.
- Awareness raising – Awareness raising will be an approach that will be used to bring to the attention of the targeted communities the specific issues that they need to know.
- Gender & Climate change mainstreaming – All our activities will be screened with the lenses of gender and climate change to ensure sustainable interventions in the target communities.

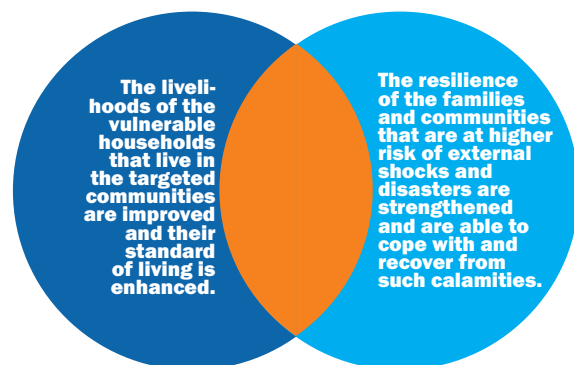
We will use systematic approach to community interventions in all our work areas. The entry point for all the interventions will be **cohesive and organised groups**. It is easier to provide support when communities are in organised groups. In this case we will use the **Savings and Credit groups** as an approach to organise the communities, all the other interventions will be done on the backbone of these groups. This will guarantee sustainability of the interventions.

NACRO is the developmental arm of the New Apostolic Church in Malawi, Zambia and Zimbabwe that works with the underprivileged and vulnerable community members irrespective of their faith affiliation. In undertaking this mission, NACRO aims to achieve the following goal:

“To contribute to improved livelihoods and strengthened resilience of vulnerable community members in the community where we operate by facilitating access to better services and empowerment based on community needs.”



Based on extensive consultations and analysis, we have identified two strategic outcomes that are interlinked that we will aim to contribute to in the coming five years as shown in fig 1 below.





Outcome 1:

The livelihoods of the vulnerable households that live in the targeted communities are improved and their standard of living is enhanced

Poverty levels are much higher in rural communities than in urban areas in all the three countries. Many factors contribute to this phenomenon, among them includes the lack of access to good services in the area of health, education and agriculture. Where these services are available, they are likely to be far away for many people and of poor quality. Youth unemployment is a major problem also in all the three countries. This is exacerbated by the fact that more than 50% of the population are youths. In partnership with stakeholders such as donors and Government, NACRO will:

→ Increase access of the disadvantaged and vulnerable community members living in

underserved areas to better educational services, including nursery, primary, secondary and adult literacy learning.

→ Develop strong survival and vocational skills of the youths from marginalised family backgrounds through trainings, awareness raising and practical hands on experiences,

→ Ensure that Men and women living in poverty in the targeted communities benefit from improved health services, including the adolescent reproductive health services

→ Make sure that many poor families living in challenging conditions have increased access to safe and clean drinking water and improved sanitation facilities.





Outcome 2:

The resilience of the families and communities that are at higher risk of external shocks and disasters are strengthened and are able to cope with and recover from such calamities

The majority of the rural people earn their livelihoods from agricultural based activities. Many of them depend on rain fed agriculture. With the advent of global climate change, the rain fed agriculture has become highly vulnerable to the climate variabilities that have been observed in the recent past (unpredictable onset of the rain season, increased incidences of flash floods and prolonged and frequent droughts, etc.). These incidences deepen poverty levels in rural communities and lead to poor nutritional outcomes. In addition, many of these families are ill prepared and equipped to deal with these disasters.

In this area, working with relevant stakeholders, NACRO will:

- Improve the adaptive capacity of the vulnerable households to meet their food and nutrition security and increase their incomes.
- Increase the preparedness of the communities and families that live in areas that are prone to disasters such as floods and droughts in order to cope with such shocks.

NACRO Strategic Plan at a glance

<p>Approaches</p>	<p>Goal</p> <p>To contribute to improved livelihoods and strengthened resilience of vulnerable community members in Malawi, Zambia and Zimbabwe by facilitating access to better services and empowerment based on community needs</p>					
<p>Capacity Building →</p> <p>Facilitating linkages and partnerships →</p> <p>Infrastructure Development →</p> <p>community empowerment →</p> <p>Awareness araising →</p> <p>Gender & Climate Change main streaming →</p>	<p>Outcomes</p> <p>The livelihoods of the vulnerable households that live in the targeted communities are improved and their standard of living is enhanced,</p> <p>Outcomes</p> <table border="1"> <tr> <td data-bbox="624 1196 948 1998"> <p>Disadvantaged and vulnerable community members living in underserved areas have access to better educational services, including nursery, primary, secondary and adult literacy learning.</p> </td> <td data-bbox="948 1196 1267 1998"> <p>Female and male youths from marginalised family backgrounds develop strong survival and vocational skills through trainings, awareness raising and practical hands on experiences,</p> </td> <td data-bbox="1267 1196 1586 1998"> <p>Women and men living in poverty in the targeted communities benefit from improved health services, including the adolescent reproductive health services</p> </td> </tr> </table>			<p>Disadvantaged and vulnerable community members living in underserved areas have access to better educational services, including nursery, primary, secondary and adult literacy learning.</p>	<p>Female and male youths from marginalised family backgrounds develop strong survival and vocational skills through trainings, awareness raising and practical hands on experiences,</p>	<p>Women and men living in poverty in the targeted communities benefit from improved health services, including the adolescent reproductive health services</p>
<p>Disadvantaged and vulnerable community members living in underserved areas have access to better educational services, including nursery, primary, secondary and adult literacy learning.</p>	<p>Female and male youths from marginalised family backgrounds develop strong survival and vocational skills through trainings, awareness raising and practical hands on experiences,</p>	<p>Women and men living in poverty in the targeted communities benefit from improved health services, including the adolescent reproductive health services</p>				



The resilience of the families and communities that are at higher risk of external shocks and disasters are strengthened and are able to cope with and recover from such calamities.



<p>Many poor families living in challenging conditions have increased access to safe and clean drinking water and improved sanitation facilities</p>	<p>The adaptive capacity of the targeted vulnerable households enhanced in order to meet their food and nutrition security and increase their incomes.</p>	<p>Communities and families that live in areas that are prone to disasters such as floods and droughts have a high level of preparedness and are able to cope with such shocks.</p>
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Chapter 3:



Improving the lives and livelihoods of Vulnerable People

Poverty levels are still stubbornly high in all the three countries of focus. Rural poverty is by far higher than urban poverty. In Malawi, it was estimated that 69.2% of the population were living below the international poverty line of \$1.90 per day in 2017. In Zambia, 54.4% of the population were living below the poverty line in 2015; however, the poverty levels is much higher in rural areas (76.6%) as compared to urban (23.4%). Approximately 72% of Zimbabwe's population live in chronic poverty and 84% of these poor live in rural area. For this category of people the immediate contributor to the low standard of living is their lack of access to good quality social services, such as education, health and social amenities. Children in rural areas have to travel long distances to access primary education. Where such schools exist, they lack proper infrastructures, teachers or teaching aid, resulting in poor educational outcomes. The health services are equally in deplorable conditions in these rural communities. In addition to being far, such rural clinics suffers from chronic shortage of essential drugs or qualified staff. Treatable and preventable diseases continue killing people in these countries.

Malawi, Zambia and Zimbabwe are some of the countries experiencing rapid population growth, with a high proportion of the population still in the youth group. Malawi's population growth rate in 2017 was reported to be 2.9%, while in Zambia it was 3% with 53.4 % of the population below 18 years old and in Zimbabwe the population growth rate was 2.3%. The combined result of high population growth and low economic growth is high unemployment levels among the youths. This depressed economic situation leaves the youths with very little opportunities for jobs or income generating activities.

Access to clean drinking water and sanitation facilities is also low in all the three countries. This low access to water and sanitation facilities results in high morbidity and mortality levels in many poor communities. Perennial outbreaks of water borne diseases such as cholera and diarrhoea are very common in these countries. The poor sanitary conditions also results in compromised nutritional status of the under five children and increased burden on the health care services.

The following will be the outputs that NACRO will aim to achieve in the coming five years:

3.1


Disadvantaged and vulnerable community members living in underserved areas have access to better educational services, including nursery, primary, secondary and adult literacy learning.


Early childhood development (pre-school or nursery) education is acknowledged worldwide as a very key foundation stone for proper educational development of a child in later years. Despite this recognition, the Governments in Malawi, Zambia and Zimbabwe have not invested in early childhood development services. Although early childhood development is a policy in Malawi and Zambia, the service still remains largely in private schools, which are expensive and inaccessible by the majority of the citizens. Access to primary education in rural areas is hampered by the long distance that the pupils have to travel to reach the school and the cost (although the education at primary level is free for instance in Zambia, there are however several other costs such as school uniforms and books that the pupils will still have to incur). The net result is a high dropout rate of rural pupils from schools, especially the girl children, compared to their urban counterparts. At secondary school level, the rural pupils are even more disadvantaged, since they have to re-locate to places where there are secondary schools or move into Government boarding schools, which is quite costly and unaffordable for many rural families. According to the FHI360 (2015), 39% of the youths in Zambia have not completed primary education. Also UNICEF reports that access to early childhood education in Zambia is very low, with only 26% of the children entering grade 1 having passed through the early childhood education. In Malawi up to 21.6% of all the persons aged between 6 to 29 years have never attended school and only 58% of school going children have completed the first four years of school (UNICEF, 2011). The dropout rate for primary education in Zimbabwe was 23.1% in 2012.


As NACRO we are committed to improving the early childhood development of the disadvantaged community members in all the three countries. In Malawi, three ECDC have been established and are all run by NACRO. In Zambia two such centers have been established. At primary school level, we have built two schools in Zambia, Makapaela and Matenda that will operate up to grade 7 level. We also provide other learning aids and uniforms sometimes. In all the ECDC and the primary schools in Malawi and Zambia, we provide school meals.





What we will do:

 Continue supporting the current existing ECDC that we have established in Malawi and Zambia. We will seek to increase the enrolment numbers at some of these ECDC by constructing more classrooms, since we are facing increased demand from the surrounding communities. We will increase the number of the ECDC centres by establishing more centres in each country. The centres will be constructed in needy communities, with active community participation. Where the Government is not providing school feeding programmes, we will engage the local communities to contribute to the school feeding of the ECDC pupils.

 Continue running the two primary schools in Zambia, expanding them to reach grade 7 levels. We will construct more primary schools in underserved apostle areas that show demand and mobilises communities for labour and local materials.

 Create a bursary fund and sponsor some vulnerable youths for secondary, tertiary and skills development training, drawn from all the three countries. The skills development training will be linked to our Chabota youths skills development centre.

 Explore the possibilities of establishing and running a secondary school. Feasibility studies will be conducted and concept notes will be developed for the establishment of such a school.

 In partnership with the Ministry of Community Development in all the three countries, and working with the beneficiary communities in other areas of this strategic plan, we will carry out adult literacy trainings in some of our catchment areas. These will be aimed at supporting the other livelihood development activities such as the savings and credit schemes.

3.2

Female and male youths from marginalised family backgrounds develop strong survival and vocational skills through trainings, awareness raising and practical hands on experiences


Malawi, Zambia and Zimbabwe are all experiencing rapidly expanding populations, resulting in high proportions of youths in the population. In Malawi, 45.1% of the population are youths below the age of 15, where as in Zambia 46.7% are below the age of 15 and in Zimbabwe the trend is the same.


On the other hand, the economic growth and prospects in these countries is weak. In Malawi the economy has been fluctuating between 2.9% and 6.2% in the last 5 years. In Zambia, despite a promising decade of economic growth of above 6.5% between 2004 and 2014, the economic prospects has dwindled in the past 3 years, registering an average of 3.6% growth rates. Zimbabwe has been in economic turmoil since the early 2000. All these economic growth challenges in the face of expanding populations are resulting in very high unemployment levels, especially among the youths.


The construction of our youths skills development centre in Chibombo is complete. The centre caters for youths from disadvantaged background. We expect the first group of trainee youths to start the programme in early 2019. The training offered includes both vocational skills and practical hands on training. Currently the center has a capacity to accommodate 20 youths in boarding. The center will be run in collaboration with the Government. It is linked to the wider Chibombo farm development. Unfortunately only boys will be accommodated in the first year, but this will change in the subsequent years.




What we will do:

 We will continue being responsible for the Graceland clinic in Mkushi. This means ensuring that the clinic is well stocked with medicines and health personnel. We will construct more clinics in rural Malawi and Zambia. Adolescent Reproductive Health (ARH) will be introduced in these clinics, through youth friendly corners. Special sessions on reproductive health for the youths in the church and outside the church will be held in all the apostle areas. We will facilitate the training of the ARH volunteers.

 HIV/AIDS education and awareness creation will be facilitated through our community structures in all the apostle areas in Malawi, Zambia and Zimbabwe. Where possible we will partner with like-minded organisations to have a wider reach. Gender Based Violence will be one of the messages we will communicate to the communities through these community structures.

 We will provide grants to community based organisations for community outreach to promote positive health behaviours in the rural communities. These include preventive health, as well as health seeking behaviours among the men and women in the target communities.

 We will work closely with Sisters' Fellowship in the church to provide care, treatment and support to the sick children and women. We will do this through expanding the Sisters' Fellowship point of services.

3.3

Men and women living in poverty in the targeted communities benefit from improved health services, including the adolescent reproductive health services

Health indicators in Malawi, Zambia and Zimbabwe are showing very marginal improvements or worsening situation. In Malawi the infant mortality is still quite high, reported to be 38.5 deaths per 1,000 live births in 2017. This is a reduction from a high of 52.9 deaths per 1000 live births some four years before. The maternal mortality is equally high at 634 deaths per 100,000 live births in 2015 (the number has gone up from 618 four years before). The figures for Zambia are equally not very good. Although infant mortality rate has reduced from 51.5 deaths per 1,000 live births in 2011 to 41.5 in 2017, it is still too high by international standards. The Maternal mortality rate is also still high, reducing from 251 deaths per 100,000 live births in 2011 to 224 in 2017. In Zimbabwe the health indicators are equally bleak. Although the infant mortality rate is reducing, the maternal mortality figures are on the rise. The infant mortality rate reduced to 36.5 deaths per 1,000 live births in 2017 while the maternal mortality rate increased from 409 deaths per 100,000 live births in 2011 to 443 in 2015. The economic meltdown that affected Zimbabwe since the early 2000 has contributed a lot to the deterioration in the health situation in this country.

Although the HIV infection rates have been declining in all the three countries, the current levels are still very high when compared to the global averages. In Malawi, the HIV prevalence rate in the adult population was at 9.6% in 2017, while in Zambia it was 11.5% in 2017. Zimbabwe has an equally higher rate of 13.3% in 2017.

In all the three countries, women have a disproportionately higher prevalence levels. ARVs are widely available in public hospitals in all these countries. A worrying factor is the declining committed resources from the cooperating partners for HIV/AIDS. There is a risky that the pandemic may become forgotten and may resurrect with a vengeance.

The key underlying causes to these poor health indicators are the low access to quality health care services in many communities, and especially in rural areas. Others are poor health seeking behaviours by the community members, teenage/early /unwanted pregnancies, poor child spacing, inadequate access to comprehensive family planning services both at community and facility level and limited access to sexual and reproductive health education and other related services, especially by the youths. For the youths, the availability of reproductive health services is limited and far apart, where it exists, the facilities are not likely to be youth friendly.

As a way of increasing access to health services for rural communities, NACRO constructed the Graceland Chisanga RHC in the rural areas of Mkushi district in Zambia. The clinic is serving more than 3000 people in the surrounding villages. The other health related activities include a health clinic constructed in Malawi, donations of medical kits to the Government and HIV/AIDS related programmes.

What we will do:



We will continue being responsible for the Graceland clinic in Mkushi. This means ensuring that the clinic is well stocked with medicines and health personnel. We will construct more clinics in rural Malawi and Zambia. Adolescent Reproductive Health (ARH) will be introduced in these clinics, through youth friendly corners. Special sessions on reproductive health for the youths in the church and outside the church will be held in all the apostle areas. We will facilitate the training of the ARH volunteers.



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We will work closely with Sisters' Fellowship in the church to provide care, treatment and support to the sick children and women. We will do this through expanding the Sisters' Fellowship point of services.

3.4


Many poor families living in challenging conditions have increased access to safe and clean drinking water and improved sanitation facilities


Lack of access to safe and clean drinking water and good sanitation facilities causes a lot of morbidity and mortalities in our communities. Water borne diseases such as cholera and diarrhoea have become endemic in our countries. The poor families, especially in rural communities are severely affected. In Malawi, although 80% of the population has access to an improved source of drinking water, about 4 million people still continue to lack access to safe drinking water and only 47% of the population has access to a sanitation facility. In Zambia, 57% of the rural population have access to safe water, and only 38% have access to improved sanitation. According to the World Health Organization, 80% of Zimbabweans had access to safe drinking-water, and only 40% had access to improved sanitation facilities in 2012. Access to improved water supply and sanitation is distinctly less in rural areas. Some of the factors contributing to this situation include lack of reliable source of clean drinking water, broken down pumps and lack of sanitation facilities.

In the past we have engaged rural communities in the repair of borehole hand pumps, construction of sanitation facilities, such as VIP and maintenance of the water and sanitation infrastructures. Most of these activities are done alongside other programmes that we were implementing.



What we will do:

 Continue with the awareness raising on the importance of clean water and sanitation to the health and wellbeing of the communities. We will do this as part of other on-going health programmes. We will promote WASHE in communities through Community Led Total Sanitation (CLTS) approaches, using our community volunteer network.

 Rehabilitate some of the wells and boreholes and water pumps not in use. We will also drill boreholes for the needy communities. All the activities here will be implemented using our proposed approach to community engagement, to ensure sustainable activities in the communities (refer to the approach).

Chapter 4:

Strengthening the resilience of communities and households

The majority of the people in Malawi, Zambia and Zimbabwe still live in rural communities, depending on rain fed agriculture for their livelihoods and food security. In Malawi up to 75% of the population are rural based, while in Zambia it is 58% and 67% in Zimbabwe. The heavy reliance on rain fed agriculture exposes many of them to the risks of unpredictable weather patterns.

The Southern Africa region where these countries are located is very prone to the effects of climate change. These climate related hazards include droughts and prolonged dry spells, seasonal and flash floods and extreme temperatures. The droughts and floods have increased in frequency and intensity in the last two decades. In Zambia, studies have shown that the mean annual rainfall has decreased by 2.3% per decade and mean temperature has increased by 1.3 °C between 1960 and 2003 and the number of hot days and nights has increased. The studies also show that the rain season is becoming shorter, but more intense. The mean annual temperature is projected to increase by a further 1.2°C to 3.4°C by the 2060s, and the proportion of rain that falls in heavy events is projected to increase annually. In Malawi the extreme high temperatures are occurring more frequently and precipitation patterns are changing. In the coming decades, rainfall is likely to become more erratic and concentrated into heavy rainfall events that can cause flooding, temperatures will reach the heat threshold of some crops, and extended dry periods will become more common. The World Bank climate profile of Malawi states that Malawi is particularly prone to adverse climate hazards that include dry spells, seasonal droughts, intense rainfall, riverine floods and flash floods.

The small holder farmers are the ones most at risk of the changing climate, experiencing increased crop failures, disease burdens on crops, livestock and human beings. Insect pests that never existed before have emerged to attack crops and livestock. The temperature rise is likely to increase heat stress, land degradation and desertification. Unfortunately, the adaptive capacity of the small holder farmers to climate change is low.

4.1


The adaptive capacity of the targeted vulnerable households enhanced in order to meet their food and nutrition security and increase their incomes


The advent of climate change is negatively impacting the rural poor whose livelihood is largely dependent on agriculture and the environment. Changes in rainfall patterns lead to drought, water shortages for irrigation, and in some instances flooding. Extreme weather events such as recurrent dry spells and drought negatively impact agricultural production. Decreased production of traditional crops due to high temperatures and droughts contributes to reductions in food availability, accessibility and household incomes. This in turn translates into poor nutrition outcomes which is a common characteristic in all three countries. The nutrition indicators such as stunting and wasting are still bad, for instance, stunting levels among the under five children in Zambia was estimated to be 40% in 2015, and 37% in Malawi in 2016. The most affected by these climate change variabilities are the women and children. Efforts to increase adaptive capacities of the rural farmers needs to be scaled up by all development stakeholders.


In the past we have assisted communities and households to adapt to the changes caused by this climate change. We have rehabilitated dams and irrigation schemes in Malawi to promote irrigation in the face of consistent droughts. We have assisted communities in both Malawi and Zambia with pass on small livestock support (goats, chickens and pigs) to mitigate the persistent dry spells (which affects crops in a big way) for both food security and income. We have supported and provided capacity strengthening to farmer groups to do savings and credit in their communities. The rural savings and credit helps the households to diversify their income portfolio, and build their resilience against the disruptive weather changes. We have also supported sustainable farming practices with our farmers such as the climate smart agriculture. In order to ensure guaranteed incomes for the farmers, we constructed a tomato processing plant in Zambia to provide ready market throughout the year for the tomato farmers.





What we will do:


 Promote and support village savings and credit groups. This includes building the capacity of the groups in the operation of such schemes, the basic principles of group business management and market linkage facilitation. The village savings and credit groups will be the entry point for most of our other activities, in order to promote sustainable interventions through organised groups.

 Promote climate smart agricultural technologies. Most of the farmers that we work with are still oriented towards crop production for both food and income. Climate smart farming techniques such as conservation agriculture will mitigate the weather variabilities which has become a permanent feature.

 Promote crop diversification, including drought tolerant crops such as cassava and millet in drier parts of our countries. Nutrient dense crops like legumes will also be promoted.





 Increase knowledge and awareness of nutrition among our beneficiaries. Working with other stakeholders we will encourage the consumption of diversified diets to reduce the high levels of stunting and underweights as well as obesity.

 Support our beneficiaries to keep small livestock such as goats, chickens and pigs. This will be done on a pass-on basis, as well as imparting veterinary knowledge of these animals.

 Promote and support micro and small irrigation. Irrigation is the most direct adaptive way to mitigate the persistent drought in all these countries.



What we will do:

-  Provide relief support to families that experience disasters such as floods and deep drought. Since it is difficult to predict where the disaster will strike, we will have a pool of resources put aside to be used whenever a disaster happens in good time.
-  Support communities to have a high level of disaster preparedness, with clear adaptive strategies,
-  Promote disaster proofed house construction models, in order to ensure that the future houses do not collapse under the stress of any disaster that may strike.
-  Carry out disaster risk assessments in our catchment areas that are prone to disasters. Based on the assessment, communities will develop disaster preparedness plans that will be executed should the disaster strike.

4.2

Communities and families that live in areas that are prone to disasters such as floods and droughts have a high level of preparedness and are able to cope with such shocks.

A disaster is commonly referred to as a serious disruption of the functioning of a community or a society, involving widespread human, material, economic or environmental losses and impacts, which exceed the ability of the affected community or society to cope using its own resources. Disasters such as drought, flooding, extreme temperatures and prolonged dry spells are threatening rural livelihoods through crop failures and degraded food and water security systems. In the last two decades, yields for crops such as maize have been severely affected by extreme drought, flooding and rainfall deficits. Climate variability undermines attempts to reduce poverty and food insecurity, since most of the poor population consists of rural small-scale farmers who rely on agricultural incomes. Most of these farmers are ill prepared and equipped to deal with such hazards.

In the past we have provided relief support in the form of food and clothing to the victims of flood disasters in Malawi and Zambia. We have also supported communities in Zambia on disaster preparedness and adaptation strategies. In Malawi we have constructed improved houses for the elderly and victims of flooding. In Zambia we have given relief support to the victims of fire disasters as well.

Chapter 5:

Consolidating our internal capacities

NACRO, formerly Henwood Foundation was formed by the New Apostolic Church in 2002 as the developmental wing of the church. Initially the organisation was run by a team of staff who were seconded from the church. NACRO passed through some turbulence times in the past. However, the last five years has seen stability reign in the organisation. Many Organisational Development (OD) systems and procedures were put in place, including the Human Resource manual, procurement procedures manual, financial management manual and many others. The following can be listed as major OD achievements for NACRO in the last strategic plan period:

→ The portfolio of programmes being implemented have increased dramatically during this period. The number and size of projects has doubled over the past strategic plan period.

→ The staff levels have correspondingly gone up from less than 15 to more than 40. Most of these are direct project related staff,

→ NACRO is up to date with all statutory payments. The organisation had a huge backlog of statutory payments in 2012. However all of them have either been cleared or negotiated for settlement,

→ The name for NACRO was successfully changed and launched in both Malawi and Zambia. The name change was necessitated by the need to align the visibility of the organisation to the New Apostolic Church,

→ The Malawi office successfully relocated from Mzuzu to Lilongwe, which is more central for all the regions. A new office block in Lilongwe is nearing completion,

→ The boards in Malawi and Zambia are now active and effective in providing Governance oversight,

→ Internal resource generation has been boosted with the commissioning of the Chibombo tomato processing plant. Much as the plant is providing market for the farmers in the vicinity, it is an income generating outfit that has the potential to increase the resource base of NACRO.

In coming five years we will be guided by the following outcome in this area: Strengthened internal management and Governance systems and diversified resource base. And this outcome will be achieved through the main output of “improved governance, management, systems and resource base”. This output is subsequently broken into the following result area components of:


- Improved governance and oversight of NACRO
- NACRO has increased and diversified resource base meeting the requirements of program implementation
- The internal management systems are strengthened and consolidated
- NACRO structures are mobilised and activated in all the Apostle areas.


5.1

Improved governance and oversight of NACRO

We have made big strides in establishing strong Organisational Development and accountability mechanisms for NACRO. However, we are not yet a fully-fledged mature organisation. There are still big Organisational Development work that needs to be strengthened. Building on the strong foundation that we have established up to this point, we plan to do the following to consolidate the growth and development achieved for NACRO so far:

What we will do:

 The constitution for NACRO will be reviewed thoroughly and revised accordingly. Some of the existing lacunas will be addressed, for instance the relationship issue between the NACRO Board in Malawi and the NACRO Board in Zambia will be made clear in the new constitution.

 The boards in Malawi and Zambia will continue providing oversight of the organisation. Four Board meetings will be held each year. Orientation and board roles will be held for new board members.

5.2

NACRO has increased and diversified resource base meeting the requirements of program implementation

One of the challenges that NACRO has to overcome is limited resource based and heavily reliance on one donor. At the same time there some global shifts in the donor land scape. We will strive to understand and align our resource mobilisation efforts to these changes and in an effort to diversify our resource base. We also have good opportunities to raise resources within the church structures.

What we will do:



Internal: We will seek to raise funds to meet the core costs of NACRO. Such revenues include the profits from the Income generating ventures like the chibombo farm and tomato factory. Other internal resources will be in kind, like maize from the Graceland farm to feed the skills center trainees at chabota skills center. The sale of chitenge materials will be pursued, including innovative ventures like NACT-shirts and scarfs. The church is the mother and creator of NACRO, we will seek direct support from there. Instead of the current ad-hoc fire fighting type of support that we get from the church, we will negotiate for a fixed annual budget allocation from the church to NACRO. This will make it more predictable and easier to plan for the resources from the church.




External: We will seek external resources from development aid organisations, corporate companies or individual sponsors. We have previous experiences of getting support from both development aid donors and individual donors. We will use this experience to broaden our horizon of donors.


5.3


Internal Management Systems are strengthened and consolidated

NACRO has grown from a few staff members and limited projects a few years back to several employees and many projects. This growth is projected to continue in the coming five years, hence the need to continuously improve our internal Management systems and procedures. This includes both organisational capacities and skills of the staff.

What we will do:

 NACRO will conduct periodic Organisational Capacity Assessments and come up with action plans to improve and consolidate our internal management systems and institutional strengthening. We will follow all the existing internal management systems and procedures, such as the procurement system, staff appraisal and so on. We will upgrade the relevant skills of the staff through short courses and on-line trainings.

 A comprehensive Performance Management Framework will be developed to guide the Monitoring and Evaluation of the strategic plan.

 Annual audits will be conducted by appointed auditors.

Chapter 5: Needed Resources





5.4

NACRO Structures are mobilised and activated in all the Apostle areas

NACRO structures are currently not very active in all the Apostle areas. However, if these structures were active they would enhance program implementation in the communities to a very large extent. Therefore the focus in the coming five years is to ensure that as many of these structures as possible are formed and activated,

What we will do:

 The formal structures of NACRO are as follows: Satellite Advisory Committees (SAC), Regional Advisory Committees and the boards found at country and international levels. We will seek to increase awareness and visibility of NACRO in the church. This will be done using various channels such as awareness sensitisations of what we do at public church gatherings like the sisters' conference. We will also create awareness through the existing church structures.

 We will work closely with the Area Apostles to get their buy-in and the senior members in the regions, who in turn will create awareness at the community level.

Outcomes	Outputs
Outcome 1 The livelihoods of the vulnerable households that live in the targeted communities are improved and their standard of living is enhanced	Output 1 Disadvantaged and vulnerable community members living in underserved areas have access to better educational services, including nursery, primary,
	Output 2 Female and male youths from marginalised family backgrounds develop strong survival and vocational skills through trainings, awareness raising and practical hands on experiences
	Output 3 The adaptive capacity of the targeted vulnerable households enhanced in order to meet their food and nutrition security and increase their incomes
	Output 4 Women and men living in poverty in the targeted communities benefit from improved health services, including the adolescent reproductive health services
Outcome 2 The resilience of the families and communities that are at higher risk of external shocks and disasters are strengthened and are able to cope with and recover from such calamities	Output 5 Many poor families living in challenging conditions have increased access to safe and clean drinking water and improved sanitation facilities
	Output 6 Communities and families that live in areas that are prone to disasters such as floods and droughts have a high level of preparedness and are able to cope with such shocks
Outcome 3 Strengthened internal management and Governance systems and diversified resource base	Output 7 : NACRO with improved governance, management , systems and resource base

Budget for Year 1 \$	Budget for Year 2 \$	Budget for Year 3 \$	Budget for Year 4 \$	Budget for Year 3 \$	Budget for Year 4 \$
279,297.03	307, 226.73	337, 949.41	317, 744.35	408, 918.78	1,705,136.30
81,927.35	131, 083.76	144,192.14	158, 611.35	174, 472.48	690,287.08
582,007.96	587, 828.04	646, 610.84	711, 271.93	782, 399.12	3,310,117.89
32,085.50	63, 850.15	70,235.16	77, 258.68	84, 984. 54	328,414.02
283,600.04	311,960.04	311, 960.04	377, 471.65	415, 218.82	1,731,406.60
155,664.00	202, 363.20	222, 599.52	244, 859.47	269, 345.42	1,094,831.61
348,128.43	383, 941.27	421, 235.40	463, 358.94	509, 694.83	2,125,358.88
1,762,710.31	1,938,981.34	2,132,879.48	2,346,167.42	2,580,784.83	10,761,522.71








Chapter 7:

Risk Register

Risk	Type of Risks	Likelihood (1-5)	Impact (1-5)	Severity (likelihood times impact)	Mitigation strategy
The beneficiary communities show negative attitude towards the programme activities and do not fully support the activities	Internal	2	4	8	Conduct a needs assessment and gauge community cooperation for every project, Where a project has started and this is observed, plan on exiting immediately, Intensify communication of NACRO activities to the beneficiaries,
Limited capacity within NACRO that undermines the ability to deliver the stated results in this strategic plan	Internal	3	3	9	Include volunteers in the trainings and use them as much as possible, Each project to have a project officer with experience in that area to support effective implementation, Systematic training needs assessment of staff followed by continues training, Use other church structures to implement activities, like the sisters fellowship,
Some of the projects implemented by NACRO are not sustainable in the long run	Internal	3	4	12	Project exit and sustainability plan will be integral part of every project proposal, Every project developed will have a component of community contribution and community empowerment that embeds the projects into the community, with strong community members ownership,
The Governments in all the 3 countries uses the NGO act to interfere with and suppress the smooth operations of the civil society organisations	Internal	2	3	6	NACRO will ensure that all the Government regulatory and reporting requirements are fulfilled in good time, Pro-actively reach out to the Government and establish mutual areas of cooperation, to create a positive image and working relations with them, Network with other CSOs, and where possible approach Government as a team to smoothen the relationship between the NGOs and Government,
The current observed climate change variabilities continues and even gets worse over the coming years	Internal	3	3	9	Climate screen all proposed projects and conduct climate risk assessments in the targeted communities as a standard approach, and then mainstream climate change in all projects.
NACRO continues relying too much on donor funding (and especially on one donor)	Internal	3	4	12	Step up internal resource mobilisation, including from the church, Intensify external resource mobilisation, including from donors, companies and individuals.

Annex 1:

Alignment of the Plan to the SDGs

NACRO Strategy Outputs	Sustainable Development Goals
Disadvantaged and vulnerable community members living in underserved areas have access to better educational services, including nursery, primary, secondary and adult literacy learning	
Female and male youths from marginalised family backgrounds develop strong survival and vocational skills through trainings, awareness raising and practical hands on experiences	
Women and men living in poverty in the targeted communities benefit from improved health services, including the adolescent reproductive health services	 
Many poor families living in challenging conditions have increased access to safe and clean drinking water and improved sanitation facilities	
The adaptive capacity of the targeted vulnerable households enhanced in order to meet their food and nutrition security and increase their incomes	 
Communities and families that live in areas that are prone to disasters such as floods and droughts have a high level of preparedness and are able to cope with such shocks	