

NACRO

New Apostolic Church Relief Organisation



Strategic Plan 2024-2028

NACROZAMBIA



www.nacrozmz.com

NACRO

New Apostolic Church Relief Organisation



ABOUT US

The New Apostolic Church Relief Organization (NACRO) is a humanitarian and development wing of the New Apostolic Church.

The Organization's formation was prompted by the New Apostolic Church's desire to provide humanitarian support and promotion of programs aiming at improving the livelihood of the less privileged and vulnerable people in all the communities.

To achieve this desire, NACRO, has over the years, supported the less privileged and vulnerable people and communities through provision of direct interventions.

NACRO is headquartered in Zambia (Lusaka). It also has Country Offices in Lilongwe and in Harare. NACRO is a duly registered and licenced Organization with right to operate in all the three countries.

NACRO is registered in Zambia, under the Non-Governmental Organizations (NGO) Act Number 16 of 2009. It is registered under Malawian laws as an independent legal entity under the Trustees Incorporation Act.

It is also properly registered with NGO Board of Malawi as well as Council of NGOs in Malawi. NACRO Malawi is also a member of Civil Society Agriculture Network, Civil Society Education Coalition, and Water, Environment and Sanitation Network. It is also duly registered in Zimbabwe.

As it has been done before, NACRO will preposition itself to respond to disasters and natural calamities faced by vulnerable communities.

For 2024-2028 strategic plan, NACRO will focus on interventions in the areas for 2024-2028 strategic plan, NACRO will focus on interventions in the area of education, livelihood, health and cross cutting them under gender, climate change and wash.

During this strategic period NACRO is ambitions to reach out to 46,560 children and venerable youths with different education intervention. Additionally NACRO plans to reach out to 288,555 vulnerable people with various health interventions .under the livelihood strategic objective NACRO plans to reach out to 59,970 vulnerable and improve their capacity to be self-sustaining .in total NACRO will reach to a total of 395,115 vulnerable people .

With collaboration from various stakeholders NACRO aims to contribute significantly to addressing the adverb effects of climate change and retrospective behaviors related to gender. As it has done before, NACRO Will Proposition itself to respond to disasters and natural calamities faced by the vulnerable communities .

STRATEGIC PLAN 2024-2028

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ABBREVIATIONS AND ACRONYMS

CDF	Constituency Development Funds
CPC	Country Programme Coordinator
ECCDC	Early Childhood Care and Development Centre
GDP	Gross Domestic Product
GCPPSEA	Gender, Child Protection, Protection from Sexual Exploitation and Abuse
ICT	Information Communication Technology
KPI	Key performance Indicator
NAC	New Apostolic Church
NAK	Neue Apostolische Kirche
NACRO	New Apostolic Church Relief Organisation
NDS	National Development Strategy
OVC	Orphans and Vulnerable Children
PR	Public Relations
RAC	Regional Advisory Committee
RM	Resource Mobilisation
SDG	Sustainable Development Goal

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PHOTO 1. Bunde Community School Borehole



EXECUTIVE SUMMARY

The strategy 2024-28 was developed through short work meetings with senior management and several interviews with key informants who provided an external perspective on NACRO' past performance, stakeholder perceptions and expectations. The result is a strategy that confirms that the thematic approach will remain for the years to come, but more emphasis must be placed on the organisation's ability to deliver quality project outcomes.

The first challenge is to build NACRO as a truly regional organisation and enable the Country Programme Coordinators to manage and develop community-based projects in their respective countries. Enablers for good projects are financial and human resources, country-specific community projects and a common identity.

A Public Relations and Resource Mobilisation unit will be created and support the Secretariat with fundraising, which is a complex task that comprises visibility, networking with project partners, the donor community and church members. As a result, new projects can be financed and NACRO will be able to build its ability to support more projects in vulnerable communities.

Resource mobilisation will be addressed through various activities. There is, of course, the traditional tendering for projects, but there will also be a stronger engagement with the church members on congregation level and a continued effort to raise income through business.

NACRO will strengthen the relations with project partners, allies, and the donor community on the road to 2028. It is our sincere belief that by strengthening communities and service providers we can make a positive change in the lives of vulnerable people.

PATRICIA M. HANTUMBA
Board Chairperson, NACRO



PHOTO 2: Project Monitoring in Western Province

1. INTRODUCTION



In 1998 Chief Apostle Richard Fehr said that the New Apostolic Church wanted to get more involved in charitable activities and shortly after, in 2001, the New Apostolic Church responded to the call and founded NAK Karitativ.

In 2002 The Henwood Foundation was registered and in 2015 it was renamed to The New Apostolic Church Relief Organisation (NACRO). The charitable organisation expanded in 2009 to Africa and is now operating in Malawi, Zambia, and Zimbabwe. NACRO, in its current organisational setup, is only 8 years old and thus its growth strategy always entails a strong aspect of organisational development and the strengthening of internal resources and capabilities.

NAK Karitativ operates worldwide with 16 partner organisations and NACRO is one of them. Projects in Africa receive more than 40% of the funding and NAK Karitativ is the major donor for NACRO's projects.

This strategy has been drafted by people who will be tasked to implement it, key informants have been consulted and as a result NACRO has a good roadmap crafted for the years 2024-28.

Note every detail in the strategy will come to fruition, many adjustments will have to be made in the coming years, but principles will prevail.

Resource mobilisation will be the top priority for a long time, and this entails that NACRO can implement projects of high impact and on community-level, that NACRO has the confidence of donors and project partners to deliver project outputs and that NACRO is highly visible among church members, project partners, donors and the public.

The organisation will spend the coming years to build and strengthen its internal capacity to operate in Zambia, Malawi and Zimbabwe, and be recognised as a truly regional organisation.

— N A C R O V A L U E S

Organizational values guide employees and stakeholders' actions and attitudes thereby fostering a shared understanding of what is important in the work place. This creates a sense of unity and responsibility among the team members. A value system further deepens collaboration and increases productivity.

Being a faith based Civil Society Organisation, NACRO takes its guiding values very seriously as they strongly lean on biblical teachings.

During the implementation of this strategy, therefore, the following values will be observed in order to keep to the organisation's pristine identity and promote its broad ambition for a good corporate governance.

N A C R O C O R E V A L U E S

OUR VALUES	OUR INTERPRETATION OF 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 a 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 dealings.

TABLE 1: List of NACRO Values.

— RELIEF WORK IN A CHANGING WORLD

Relief organizations play a critical role in responding to global challenges and helping communities in need. As the world undergoes constant change, it is essential for NACRO to adapt, *stay flexible and evolve its strategy* to effectively address new and emerging issues.

A well-defined strategy provides a clear sense of direction and purpose for NACRO and capacitates the organisation to respond effectively to global events that impact on small communities in Africa. This strategy serves as a roadmap that guides decision-making and ensures that everyone in the organization is working towards a shared purpose. During the implementation of this strategy NACRO will adhere to the following implementation models:

1. Flexibility and Adaptability
2. Proactive Risk Assessment
3. Embracing Technological Advancements
4. Local Empowerment and Capacity Building
5. Collaboration and Partnership
6. Sustainability and Resilience
7. Advocacy and Policy Engagement

TABLE 2: List of NACRO Implementation Models.

— CAPACITY BUILDING

Building the capacity of local communities, self-help groups, and institutions is crucial in responding to a changing world. NACRO has prioritized the empowerment of local actors so that they take ownership of their development and disaster response efforts. One of the thematic areas for NACRO is the improvement of the livelihoods of vulnerable communities so that they become more resilient and self-sufficient. An open-minded approach to improving livelihoods allows NACRO to prioritise its interventions according to community needs and respond to matters of sanitation, income generation, climate change and other situations.

— P A R T N E R S H I P S

NACRO seeks the collaborations and partnerships with governments, other NGOs, academia, private sector entities, and local communities to pool resources, share knowledge, and coordinate efforts. By fostering meaningful partnerships, NACRO can leverage diverse expertise, improve efficiency, and avoid duplication of efforts.

— I M P A C T

A well-defined strategy provides a basis for measuring performance and tracking progress. Key performance indicators (KPIs) aligned with strategic objectives help assess the success and effectiveness of initiatives. Regular monitoring and evaluation of performance against the strategy enables organizations to identify areas for improvement, make necessary adjustments, and celebrate successes. NACRO will make it a point in the strategy 2024-28 that it strives at impact and is committed to set specific and measurable goals. Regular impact assessments will allow NACRO to stay responsive in a changing world.

NACRO will directly impact to improved livelihoods, a better health status and better education of at least 468,340 vulnerable people:



PHOTO 3: Kanjochi Toilets (Before and After)

2. ENVIRONMENTAL ANALYSIS

Conducting an environmental analysis is crucial for organisations, businesses, and governments to understand and adapt to the changing dynamics of their external environment. Typically, this was done through a SWOT analysis which helped to identify opportunities that NACRO can capitalize on and threats it needs to mitigate. By examining factors such as trends, community needs, new technologies, and government directions, NACRO can identify new project opportunities and potential risks.

An environmental analysis provides valuable insights that enable strategic decision-making. It helps NACRO align its goals and objectives with the external environment, identify strategic directions, and make informed choices about resource allocation and impact maximisation.

The environmental analysis helps NACRO anticipate and manage risks. By identifying potential threats such as economic downturns, changes in government direction, or natural disasters, NACRO can adjust their strategy to minimize the impact of adverse events.

An environmental analysis allows NACRO to understand the expectations and concerns of their stakeholders. By assessing social, cultural, and political factors, NACRO can anticipate the needs of employees, communities, and partners, and align their actions accordingly, enhancing their reputation and relationships.

In summary, conducting an environmental analysis is vital for NACRO to navigate the complexities of their external environment, seize opportunities, manage risks, make informed decisions, and remain focussed on social impact in an ever-changing world.

<p style="text-align: center;">STRENGTHS</p> <ul style="list-style-type: none"> — Strong bond with communities through the NAC. — Human resources are available in the communities through the presence of the NAC. — More than a decade relief work in Africa. — International presence and support through NAC. — Commitment to impact on vulnerable communities. — Regional presence. — Good relations with governments. 	<p style="text-align: center;">OPPORTUNITIES</p> <ul style="list-style-type: none"> — Create impact on communities that other projects fail to deliver (grassroot level engagement). — Long-term perspective (beyond the usual three-year project duration) to support and develop communities. — Quick to mobilize resources through membership (disaster relief). — Well positioned to support National Development Goals.
<p style="text-align: center;">WEAKNESSES</p> <ul style="list-style-type: none"> — ‘Non-profit working culture’ which is not driven by efficiency and competition. — Faith-based and grassroot level work can result in lack of confidence to deliver among donors and potential partners. — Uncertain and insufficient funding. — Donor dependency (NAK-Karitativ in Germany). — Low national and global visibility. 	<p style="text-align: center;">THREATS</p> <ul style="list-style-type: none"> — Faith-based organisations are often seen as inefficient. — Faith-based organisations are often seen to promote their faith, their values and their perspective on humanitarian aid projects. — Huge negative impact through climate change that diverts resources and efforts to disaster relief work. — Global events (war, energy crisis, climate change, inflation, commodity markets, increasing focus on national priorities). — Changes in politics that affect the country or hamper the work of NACRO.

TABLE 3: SWOT Analysis.

— NATIONAL DEVELOPMENT PLANS

NACRO considers the government in each country as the biggest ally to improve the lives of vulnerable communities. Malawi, Zambia, and Zimbabwe have varying priorities for their national development plans. Understandably Malawi faces different challenges from Zambia and Zimbabwe, however, NACRO's thematic areas (health, education, and community development) address priority areas in each country. NACRO remains committed to support the governments and the respective development goals through collaboration and partnerships with government agencies.

MALAWI	ZAMBIA	ZIMBABWE
The Strategy focuses on five main areas of infrastructure namely: transport; energy; water and sanitation; information and communication technologies; and science and technology research. All these are seen as prerequisites for the achievement of economic growth and development.	The Plan has been designed to unlock the Zambia's immense prospects in all sectors of the economy for sustainable, holistic and inclusive national development with the aim of returning the country to the trajectory of its 2030 Vision of becoming a prosperous middle-income nation.	The National Development Strategy 1 (NDS1) is aimed at realising the country's Vision 2030. The objectives of the Strategy include; i. Strengthen macroeconomic stability; ii. Achieve and sustain inclusive and equitable Real GDP growth; iii. Promoting new enterprise development, employment and job creation; iv. Strengthen Social Infrastructure and Social Safety nets; v. Ensure sustainable environmental protection and resilience; vi. Promote Good Governance and Corporate Social investment; and vii. Modernise the economy through use of ICT and digital technology.
Building infrastructure as the basis for development.	Economic transformation and job creation, community development and recognising the importance of environmental protection and digitalisation.	

TABLE 4: Countries Where NACRO Operates.

3. VISION AND MISSION

The strategy 2019-23 was reviewed mid-term and findings were incorporated in the strategy 2024-28. The mid-term review concluded that the strategy did not incorporate specific and measurable goals, and thus NACRO has committed to adapt a new approach to impact assessment. It was further noticed that there was little harmonisation between the thematic areas and NACRO has reviewed its priorities and its organisational ability to deliver results, the new strategy is responding to these findings. The organisational setup will also respond to a demand for a better cross cutting expertise and a visible regional presence. NACRO has taken all findings serious and has adjusted many of them through the new strategy, however, it has also become clear that NACRO is on the right track with its thematic priorities and there is a visible impact on the vulnerable communities, so that the Mission and Vision

— V I S I O N

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

— M I S S I O N

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

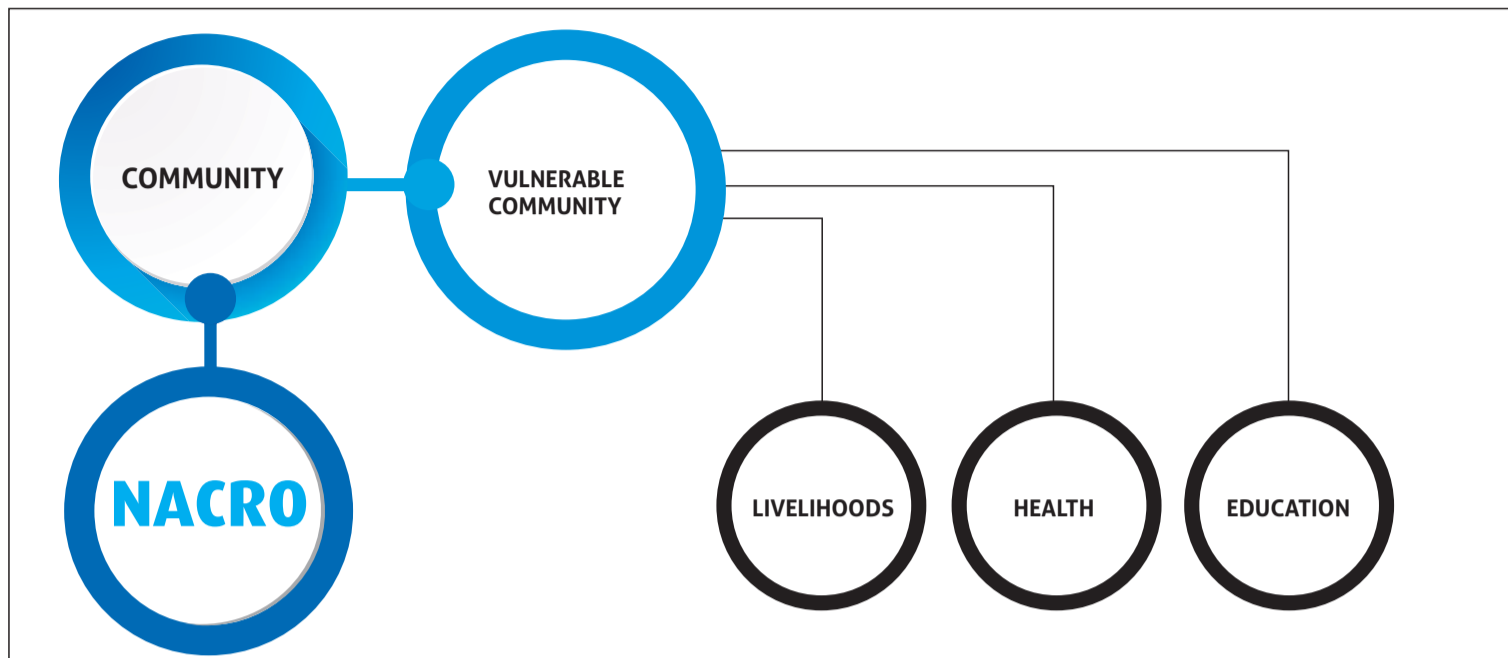
— T H E O R Y O F C H A N G E

NACRO believes that vulnerable communities can improve their lives and develop a positive perspective if the entire community supports them, and essential service providers are capable to deliver good services.

NACRO is committed to turn service providers into project partners and mobilise community participation so that vulnerable communities have a better lives and are more resilient to factors outside their influence.

NACRO intends to build a lean and efficient organisation that can facilitate the support of community projects.

ILLUSTRATION 1: Theory of Change



4. ROADMAP 2024-28

— EDUCATION

— STRATEGIC OBJECTIVES, OUTCOMES, TARGETS AND PROJECTS

Education is the steppingstone for a brighter future and NACRO will continue its efforts to support schools that provide a good basic and secondary education. NACRO also recognises the importance of skills that enable people to work and earn a decent living. The aspect of vocational training has always been strong and NACRO will expand its efforts to establish and enhance vocational training. Below are the sustainable development goals that NACRO will support during its implementation of its education strategic objective;



Improving the livelihoods of vulnerable communities has many aspects and apart from basic education and health, people need support on nutrition, sanitation, water, farming and many more. The thematic area of education will allow NACRO to tailor its interventions and support to specific communities.

➔ STRATEGIC OBJECTIVE 1:

□ TO IMPROVE QUALITY AND ACCESS TO BASIC, SECONDARY AND VOCATIONAL EDUCATION FOR VULNERABLE COMMUNITIES.

Outcome 1:

Improved learning amongst 21,450 learners including special needs learners in the targeted schools (Malawi 4,330; Zimbabwe 620; and Zambia 16,500).

Outcome 2:

Improved access to education through provision of infrastructure, learning materials, teacher capacity building targeting 6,920 learners.

Outcome 3:

Improved health and nutrition of learners through school feeding program targeting 12,870 learners (Malawi 2,070; Zimbabwe 5,000; Zambia 5,800).

Outcome 4:

Enhanced vocational and technical skills amongst out-of-school youths, men and women targeting 5,350 youth, men, and women (Malawi 1,850; Zimbabwe 3,000; Zambia 500).

PHOTO 4: Graduation Ceremony at Chabota Skills Training Centre



PROJECT NAME: EDUCATION	OVERALL GOAL (SUMMARISING EXPECTED OUTCOMES)	LOCATION
		ZAMBIA
Education Support Project: Nak Karitativ	Improved access to better educational services and adult literacy	Matenda (Mansa) Ganda (Kazungula) Makapaela (Limulunga).
CREWASH II-Climate Resilience, Water Sanitation and Hygiene: NAK Karitativ	Safe WASH and nutrition and health for 5,000 learners and 500 teachers	Kalabo
Chabota Vocational Skills Project: NAK Karitativ:	Improved access to various livelihood and survival skills for 500 vulnerable youths	Chibombo
Reproductive Health, Rights and Child Safeguarding project:	School going children have access to reproductive, health and rights education and are protected from abuse.	Matenda (Mansa) Ganda (Kazungula) Makapaela (Limulunga).
Scaling up WASH in schools for health, nutrition and life skills:	Schools provided with decentralised piped water systems to accelerate health and support school gardens.	Chisanga Area (Mkushi), Matenda Area (Mansa), Makapaela Area (Limulunga) and Ganda Area (Kazungula)
		MALAWI
ECCDCs Project: NAK Karitativ	To improve literacy, numeracy and nutrition levels of vulnerable children through increased access to ECCDC education services and school feeding program	Kazigande in Blantyre Mbwatalika in Lilongwe Mchengautuba in Mzuzu
ECCDCS 2 (New Project):	To improve literacy, numeracy and nutrition levels of vulnerable children through increased access to ECCDC education services and school feeding program	Zomba
Improved Teaching and Learning in Five Primary Schools (New Project):	To improve pass rate to above average rate to secondary schools	-Dowa

	DURATION	OUTCOME(S) AND DIRECTLY TARGETED BENEFICIARIES	BUDGET IN EUROS
	TOTAL:	35,500	2,131,205.89
	2024-28	2,000 learners will have improved access to education	425,628.68 (Secured)
	2024-28	2,000 learners will have improved access to education	330,224.12 (Secured)
	2024-28	500 youth will be trained.	255,577.21 (Secured)
	2024-2028	-12,000 learners -3,000 school going children who have dropped out of school. 15,000 community members	800,000 (Not secured)
	2025-2028	-15,000 learners -3,000 community members	650,000 (Not secured)
	TOTAL:	4330	2,148,00
	2024-28	345 pupils enrolled annually (1,725 pupils enrolled for the project period)	533,000 (98,000 secured)
	2025-27	115 pupils annually (345 pupils for the project period)	315,000 (Not secured)
	2025-27	1,900	500,000 (Not secured)

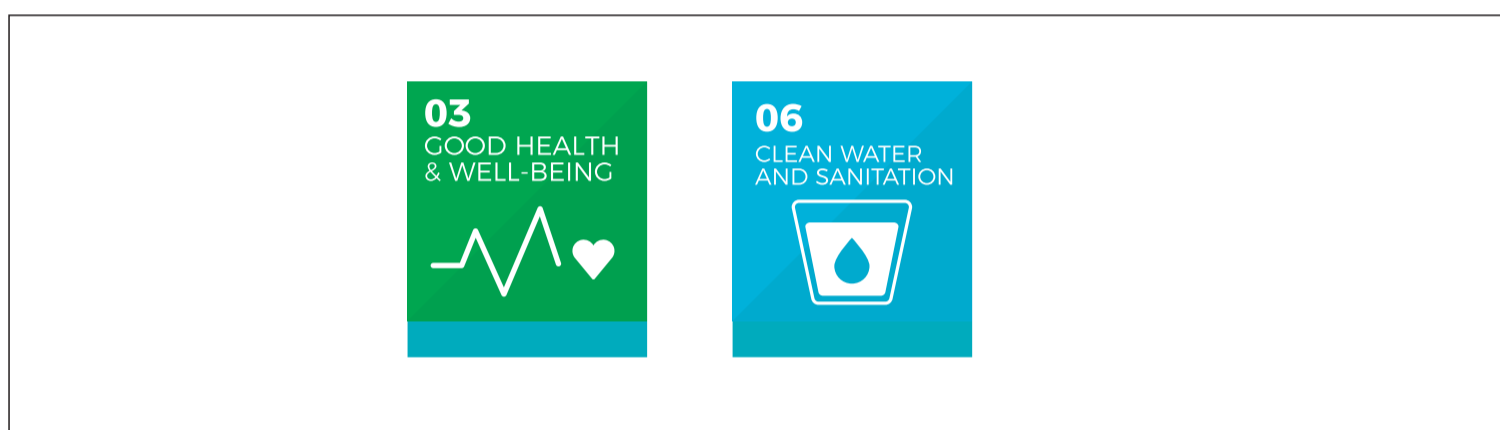
Improved secondary and vocational education in Prisons. (Pilot and New Project):	To improve access to quality education and vocational skills in Prisons	Chichiri Prison in Blantyre
Improved secondary and vocational education in Prisons (Extension and New Project):	To improve access to quality education and vocational skills in Prisons	- Chichiri Prison in Blantyre - Maula Prison in Lilongwe - Zomba Central Prison - Mzuzu Prison - Mzimba Prison
ZIMBABWE		
FBS Project:	To Impart and improve basic Financial Literacy. Improved Marketing Skills, Record Keeping, access to financial assistance thus improving quality of lives and quality of farms	All 10 provinces of Zimbabwe
Jairos Jiri School of Handicap:	Accommodation Dormitory for Students Refurbished and Beds and blankets secured.	

	2025-26	60	200,000 (Not secured)
	2026-28	300	600,000 (Not secured)
	TOTAL:	3,020	28,000
	2024-28	3,000 Small Scale Farmers Trained	25,000 (Not secured)
	2024- 25	20 Students living with disability benefit.	3,000 (Not secured)

— H E A L T H

— STRATEGIC OBJECTIVES, OUTCOMES,
TARGETS AND PROJECTS

NACRO will continue its focus on essential services for communities during the period 2024 to 2028. Without good health, communities cannot thrive and NACRO will continue to support the efforts of the Ministry of Health to maintain and operate good health facilities and to achieve a healthy nation. During the implementation of the health strategic objective, NACRO will support the following sustainable development goals:



To improve health and nutrition, NACRO will focus on strengthening public health, increasing access to quality health care, improving health status through provision of clean and safe water, promotion of good hygiene, promoting the participation of non-state actors in health care delivery, strengthening integrated health systems, and enhancing good nutrition. Major focus areas will be as follows;

- > Disease prevention and control
- > Health education and promotion
- > Maternal healthcare
- > Child survival development
- > Family planning
- > Epidemic preparedness and control
- > Mental health and substance abuse management
- > Health security and surveillance

→ STRATEGIC OBJECTIVE 2:

□ TO IMPROVE HEALTH STATUS FOR VULNERABLE PEOPLE THROUGH PROVISION OF CLEAN AND SAFE WATER, PROMOTION OF GOOD HYGIENE, HEALTH INFRASTRUCTURES, AND SERVICES.

Outcome 1:

Improved access to safe and clean water for drinking and productive use amongst 42,950 vulnerable people (Malawi 42,650 and; Zimbabwe 300).

Outcome 2:

Improved hygiene and sanitation amongst 226,235 vulnerable people through promotion of hygiene best practices, promotion to use sanitation facilities in the targeted areas (Malawi 225,935 and; Zimbabwe 300).

Outcome 3:

Improved health and nutrition of learners through school feeding program targeting 12,870 learners (Malawi 2,070; Zimbabwe 5,000; Zambia 5,800).

Outcome 4:

Improved access to quality essential health services for 6,500 vulnerable people through health infrastructures (Zambia 6,500).

PROJECT NAME: EDUCATION	OVERALL GOAL (SUMMARISING EXPECTED OUTCOMES)	LOCATION
		ZAMBIA
CREWASH I-Climate Resilience, Water Sanitation and Hygiene: NAK Karitativ	Safe WASH and nutrition and health for 5,000 learners and 500 teachers	Kalabo
Graceland Integrated Development Project (GIDEP):	Contribute to building improved and resilient livelihood for 300 small scale farmers, uplift their health and education status by 2028	Central Province-Mkushi
Enhancing health education services through WASH:	Improved health of 3 targeted communities of 300 people through improved access to safe drinking water, sanitation and hygiene education.	- Matenda (Mansa) - Ganda (Kazungula) - Makapaela (Limulunga)
		MALAWI
Phalombe WASH:	To improve access to clean and safe water, sanitation facilities, and best hygiene practices	Traditional Authority Kaduya in Phalombe District
Mchinji WASH:	To improve access to clean and safe water, sanitation facilities, and best hygiene practices	Traditional Authority Mduwa in Mchinji District
Mzimba WASH (New Project):	To improve access to clean and safe water, sanitation facilities, and best hygiene practices	Traditional Authority Chindi in Mzimba District
Karonga WASH (New Project):	To improve access to clean and safe water, sanitation facilities, and best hygiene practices	Karonga District

	DURATION	OUTCOME(S) AND DIRECTLY TARGETED BENEFICIARIES	BUDGET IN EUROS
	TOTAL:	53,717	1,648,2566
	2021-2023	- 5,000 learners - 500 teachers	275,290.00 (Secured)
	2024-2028	- 300 small scale farmers - 200 learners - 6,500 community members	629,437.32 (Not secured)
	2025-2027	3,000 community members	350,000.00 (Not secured)
	TOTAL:	53,717	1,648,566
	2022-24	10,500 households	230,815 (funds secured)
	2022-25	13,287 households	217,366 (funds secured)
	2024-26	21,930 households	550,385 (funds not secured)
	2026-28	8,000 households	650,000 (funds not secured)

		ZIMBABWE
Musami WASH:	To improve access to clean and safe water, sanitation, facilities, and good hygiene practices	Musami
Nutritionally Fortified Porridge: Barnabas Aid	Advancing of health and improving of nutrition and serving of lives	Mashonaland East Province

— LIVELIHOODS

— STRATEGIC OBJECTIVES, OUTCOMES, TARGETS AND PROJECTS

The Livelihoods thematic area will allow NACRO to tailor its interventions and support to specific vulnerable communities. During the implementation of the livelihood strategic objective, NACRO will support the implementation of the following sustainable development goal;



NACRO has chosen livelihoods thematic area in order to support communities in reducing poverty, ending hunger, and reduce climate related damage. NACRO will additionally focus on improving community economic empowerment through construction of irrigation schemes, promotion of climate smart agriculture technologies, and promotion of Savings and Lending model.

NACRO will also focus on disaster prevention, readiness, relief, training, and implementation support in production, market access, technology and value addition. Promotion of good climate and environment management, sustainable farming, nutrition, and food security shall be emphasised as well in its programming. NACRO will also support community-based organisations through training and formation with focus on economic empowerment (Savings groups, farmer cooperatives, promoting farming for business, financial literacy).

	TOTAL:	5,600	19,000
2021-2023	2 primary schools Have 2 boreholes drilled and solar powered pump system installed (benefiting 300 pupils)		17,000 (Not secured)
2024-2028	5,000 OVCs (Orphans and other Vulnerable Children)		2,000 (Secured)

➔ STRATEGIC OBJECTIVE 3:

□ TO IMPROVE THE LIVELIHOOD AND RESILIENCE OF VULNERABLE PEOPLE THROUGH INCREASED AGRICULTURAL PRODUCTIVITY, ECONOMIC EMPOWERMENT, SUSTAINABLE ENERGY USE, ENVIRONMENTAL SUSTAINABILITY, AND DISASTER MITIGATION.

Outcome 1:

Improved food security among the targeted population through irrigation infrastructure development, livestock distribution and trainings in the best agriculture practices for 28, 860 smallholder farmers. (Malawi 10, 230; Zimbabwe 200; Zambia 18,430)

Outcome 2:

Improved household incomes for vulnerable communities by ensuring that 70% of the beneficiaries participate in village savings and lending groups, trainings, and cooperatives.

Outcome 3:

Increased access to sustainable and clean energy through provision of bio-digesters and other alternative energy sources by reaching out to 150 households in Zambia.

Outcome 4:

Improved environmental sustainability through agroforestry, reforestation, and improved adaptation measures for 28,860 smallholder farmers. (Malawi 10, 230; Zimbabwe 200; Zambia 18,430).

Outcome 5:

Strengthened NACRO to address emergency responses through staff capacity building in disaster management targeting CPCs and other program staff and creation of the reserve fund.

PROJECT NAME: EDUCATION	OVERALL GOAL (SUMMARISING EXPECTED OUTCOMES)	LOCATION
		ZAMBIA
Expanded Energy Cooperatives for Smallholder Farmers: NAK Karitativ	Improved food and energy security of poor smallholder farmers in Mngoza Area of Petauke District - Eastern Province	Petauke
Savings Group Zambia Project: NAK Karitativ	Livelihoods of 440 vulnerable households in 5 districts of Eastern Province improved through savings and lending	Chipata, Katete, Nyimba, Sinda, Petauke and Nyimba
Enhancing Climate Smart smallholder farming: NAK Karitativ	Financial literacy and planning and agricultural knowledge of minimum 100 farmers improved	- Mansa - Kazungula - Limulunga
		MALAWI
Mtendere Irrigation Scheme (New Project): NAK Karitativ	To increase food security and rural income through development of surface water irrigation system and enhancement of best agricultural practices	Traditional Authority Mpando in Ntcheu District
Forest and Landscape Restoration through development of capacity of communities in Irrigation Interventions (New project): FAO	To have 187ha of degraded landscapes in Mpira dam catchment area have an increased eco-system and social economic functionality in terms of agricultural and agro-forestry production, food security and income	Traditional Authorities Mpando, Ganya, and Kwataine in Ntcheu District
Farmers Business and Environment Simulation (New project):	To have increased knowledge and skills in business and environment management amongst NACRO project beneficiaries	- Ntcheu - Mchinji - Mzimba - Phalombe - Blantyre - Lilongwe - Mzuzu
Sam Chibvala Irrigation Scheme (New project):	To increase food security and rural income through development of surface water irrigation system and enhancement of best agricultural practices	Ntcheu District

	DURATION	OUTCOME(S) AND DIRECTLY TARGETED BENEFICIARIES	BUDGET IN EUROS
	TOTAL:	53,717	1,648,2566
	2021-2023	- 5,000 learners - 500 teachers	275,290.00 (Secured)
	2024-2028	-5,000 learners -500 teachers	330,224.12 (Secured)
	2024-2028	- 300 small scale farmers - 200 learners - 6,500 community members	629,437.32 (Not secured)
	TOTAL:	2,096	1,225,083
	2024-26	350 households	428,976 (Secured)
	2023-26	466 households	169,107 (Secured)
	2024-26	1,000 households	27,000 (Not secured)
	2026-28	280 households	600,000 (Not secured)

— INSTITUTIONAL STRENGTHENING

— STRATEGIC OBJECTIVES AND OUTCOMES

Internal capacity building has been identified as a crucial element to deliver the strategy and thus the strategy 2024-28 will focus on the development of the organisation, regional coordination, and resource mobilisation.

➔ STRATEGIC OBJECTIVE 4:

□ TO ESTABLISH A FUNCTIONAL REGIONAL SECRETARIAT FOR COORDINATION, GOVERNANCE, AUDIT, RESOURCE MOBILIZATION, PUBLIC RELATIONS AND IMPACT TO ENSURE OPERATIONAL EFFECTIVENESS OF THE ORGANIZATION.

Outcome 1:

Established functional regional secretariat through the recruitment of public relations specialist, resource mobilisation specialist, human resource specialist, audit and risk management specialist, monitoring, and evaluation specialist.

Outcome 2:

Improved governance through boards that are active and functional at regional and country levels.

Outcome 3:

Reviewed, strengthened, standardized policies and operating procedures encompassing all the three countries.

— RESOURCE MOBILISATION

— STRATEGIC OBJECTIVES AND OUTCOMES

→ STRATEGIC OBJECTIVE 5:

□ TO ESTABLISH THE REGIONAL RESOURCE MOBILISATION TEAM WITH A MANDATE TO SECURE DIVERSIFIED FUNDING TO MEET 50% OF ORGANIZATIONAL BUDGET.

Outcome 1:

Established regional resource mobilization team composed of 5 people with representation from the three countries.

Outcome 2:

Developed resource mobilization strategy that will guide revenue generation for the organization.

Outcome 3:

Minimum of two project proposals every month developed and submitted to potential donors targeting all the three countries.

5 . N A C R O S U S T A I N A B I L I T Y

Income generation through business will be part of NACRO's resource mobilisation strategy. NACRO will continue selling branded Chitenges, which has proven to be a profitable activity contributing to the organisation's budget.

NACRO will explore similar opportunity of activities carried out in order to generate revenues used to ensure the financial sustainability of the organization.

A different approach will be applied in the case of a business activity that requires a proper business setup (shareholding, limited liability, operating licenses etc.).

The Henwood Chibombo Farms is duly registered and had received significant investments into the processing of tomatoes. The bottled tomato puree is sold on the shelves of the biggest supermarket in Zambia, and the business has the potential to contribute to NACRO's project budget.

However, to effectively manage it NACRO will establish a special advisory board for Henwood Chibombo Farms Limited. The advisory board will represent the interest of NACRO as development-oriented organisation, and the interest of the business entity (profits, return on investment, shareholding, etc.).

The creation of the advisory board will be a priority for the Executive Director and incorporated in the Public Relations and Resource Mobilisation unit.

— N A C R O B U S I N E S S

— O U T C O M E A N D T A R G E T S

→ STRATEGIC OBJECTIVE 6:

Outcome 1:

To manage a production farm with broiler layers, piggery and horticulture enterprises with a target of making a total profit of k2, 605, 471.85.

Outcome 2:

Improved production and profitable tomato processing with a targeted profit of K 1,245,000.00

Outcome 3:

Diversified courses offered at Chabota Skills Training Centre with target of making a total profit of K500,000.

6. ENABLING ENVIRONMENT

What will enable us to accomplish the strategy implementation plan?

- Upgraded website, better visibility.
- Short decision-making process.
- Secured funding for overhead cost (not project-related cost that are required to operate NACRO organisation).
- Functional Board (Zimbabwe).
- Functional administration (Zimbabwe).
- A team dedicated to regional resource mobilisation.
- Every project must have a project officer.
- Functional regional governance (international Board).
- Guidance on regional HR issues.
- Well communicated and reflected strategy on all levels of the organisation (i.e., monthly strategy conversations across NACRO).

What will Management do to create an enabling environment?

PROJECT NAME:	2024	2025	2026	2027	2028	DESCRIPTION	RESPONSIBLE PERSON
Strategy launch	X					Have stakeholders to celebrate the successes and appreciate the new direction.	Executive Director
Establish and operationalise regional task force to address PR & RM	X	X	X	X	X	Establish a robust PR and RM personnel at regional offices to support the org in the critical areas.	Executive Director
Establish project monitoring guidelines and operationalise them	X	X	X	X	X	A Monitoring and Reporting Framework and tools shall be developed for the organization both at regional and country levels. Programme teams will be responsible for effective use of the framework and tools put in place. The aim is to ensure effective implementation of the strategy at all levels.	Executive Director
Internalize the strategy within the organization	X	X	X	X	X	Regional and country teams will be familiarised with the strategy and the key roles expected from them for the effective implementation of the strategy. CPCs will conduct monthly strategy conversations with their teams.	CPCs
Upgraded website, better visibility	X	X	X	X	X	NACRO will ensure that its website is popularised and that more stories from all country programmes are posted on it so as to increase the visibility of the organization	CPCs

Every project must have a project officer Short decision-making process	X	X	X	X	X	All upcoming project must have a project officer dedicated to the project for efficiency and effectiveness of the project Ensure decision making is quickened to support effective and efficient project implementation	CPCs/ED
Funding for overhead/operational costs	X	X	X	X	X	NACRO will ensure increased funding for overhead/operational costs through diversification of its resource base to sustain its operations by factoring in administration costs in its budgets, promoting IGAs, and increasing NACRO membership	CPCs
A good HR management	X	X	X	X	X	A review of existing HR policies and development of new ones, where possible, shall be done ensure effective and efficient workforce within NACRO	CPCs

7. REGIONAL COORDINATION

NACRO will establish a Secretariat that can support the Executive Director so he can access resources that foster regional integration and alignment with the mission. The office of the Secretariat will support NACRO with internal services that benefit all three countries.

— G O V E R N A N C E

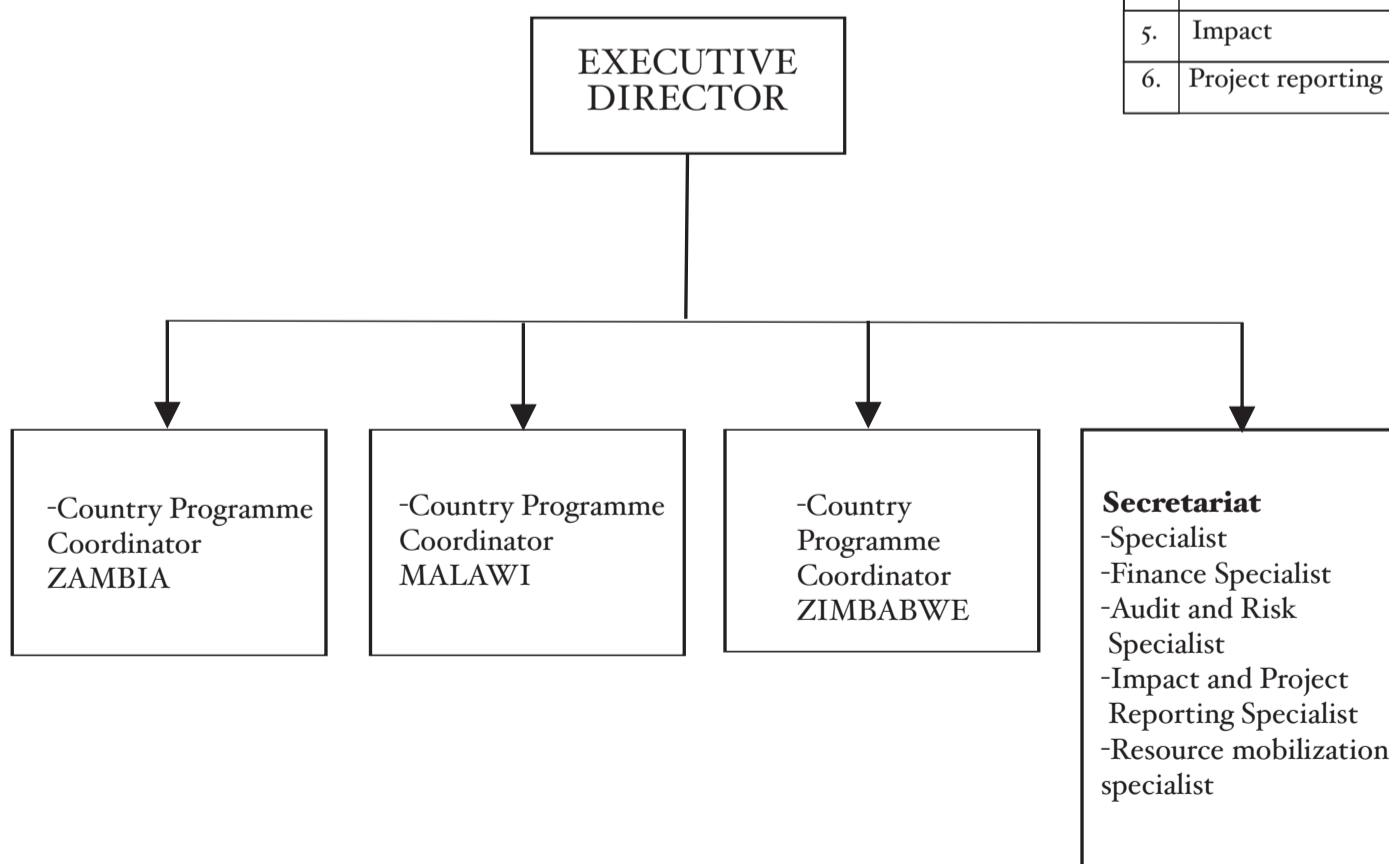
The Executive Director will ensure that the governance structure of NACRO is complete and functional. The goal is that all national boards of directors are complete and functional by mid of 2024. Currently the board in Zimbabwe is not formed, the boards in Zambia and Malawi are in place and meet regularly. The chairperson and the vice of each national board of directors are automatically appointed to be a member of the international board of directors. A separate charter for governance is currently developed and should be ready before the implementation of this strategy.

— R E G I O N A L O R G A N I S A T I O N

NACRO has programmes in Zambia, Malawi and Zimbabwe, with the head office in Lusaka, Zambia. NACRO country programmes are headed by Country Programme Coordinators. For effective coordination of country programmes, the regional office will have a Secretariat that will have the following specialised roles over the next years as resources permit: HR, Reporting and Impact, Risk and Audit, and Resource Mobilisation and Communications. This will be overseen by the Executive Director.

1.	Governance
2.	HR
3.	Systems
4.	Audit and Risk management
5.	Impact
6.	Project reporting

ORG. CHART 1: Regional Organisation Structure



— HUMAN RESOURCES

Recruiting good people is an important task and the NACRO Secretariat wants to support each country so that the best people that the budget can afford will be recruited. This can happen in several ways and each recruitment depends on a) funding available for that position, and b) for how long the service is required. Every country will continue to adhere to employment and procurement policies, and each country will remain the authority over its employees and contractors. The Secretariat will make sure that each country operates according to the same principles and that working for NACRO in Zambia is basically the same as working for NACRO in Malawi and Zimbabwe. This regional approach to support the administrative function of human resource management in each country will enhance regional cohesion, flexibility through cross-country assignments and the deployment of short-term experts that work across the region. A comprehensive guideline for the deployment of expertise within the region will be produced by mid-2024. The Executive Director and the regional team will ensure uniformity in the areas of work ethics, values, salary grades, performance management and career development.

— IMPACT ASSESSMENT

NACRO recognised that measuring the impact of the organisation is crucial. There is tremendous energy in a positive impact assessment because it confirms to employees that they are doing the right thing. A proven and substantiated impact is also important for donors and this function will help NACRO to mobilise resources and improve its public image. For the years 2024 to 28 NACRO will ensure that impact assessment is done regularly, independently, based on key performance indicators and a baseline study. NACRO intentionally segregates monitoring from evaluation because the organisation believes that a real impact assessment can only be done by an independent person. NACRO will set clear key performance indicators with this strategy and pilot the first impact assessment in early 2024.

— RESOURCE MOBILISATION

NACRO has learned that resource mobilisation is key for the organisation to grow. The majority of current projects and activities are funded by NAK Karitativ, and this raises a few questions. Does NAK Karitativ have enough funds for NACRO? Are projects sustainable without continuous donor funding? Does NACRO have a variety of resources to fund projects? Does NACRO have resources to fund overhead cost?

NACRO will create a unit that operates across the region and comprises of experts that can perform an array of activities. The resource mobilisation unit will be responsible for a) public relations, b) ensure funding for new and ongoing projects and c) engage in membership mobilisation.

1.	Funding tailored to the needs of the project
2.	Funding for NACRO operations
3.	Exit strategy to avoid donor dependency of projects

— P U B L I C R E L A T I O N S

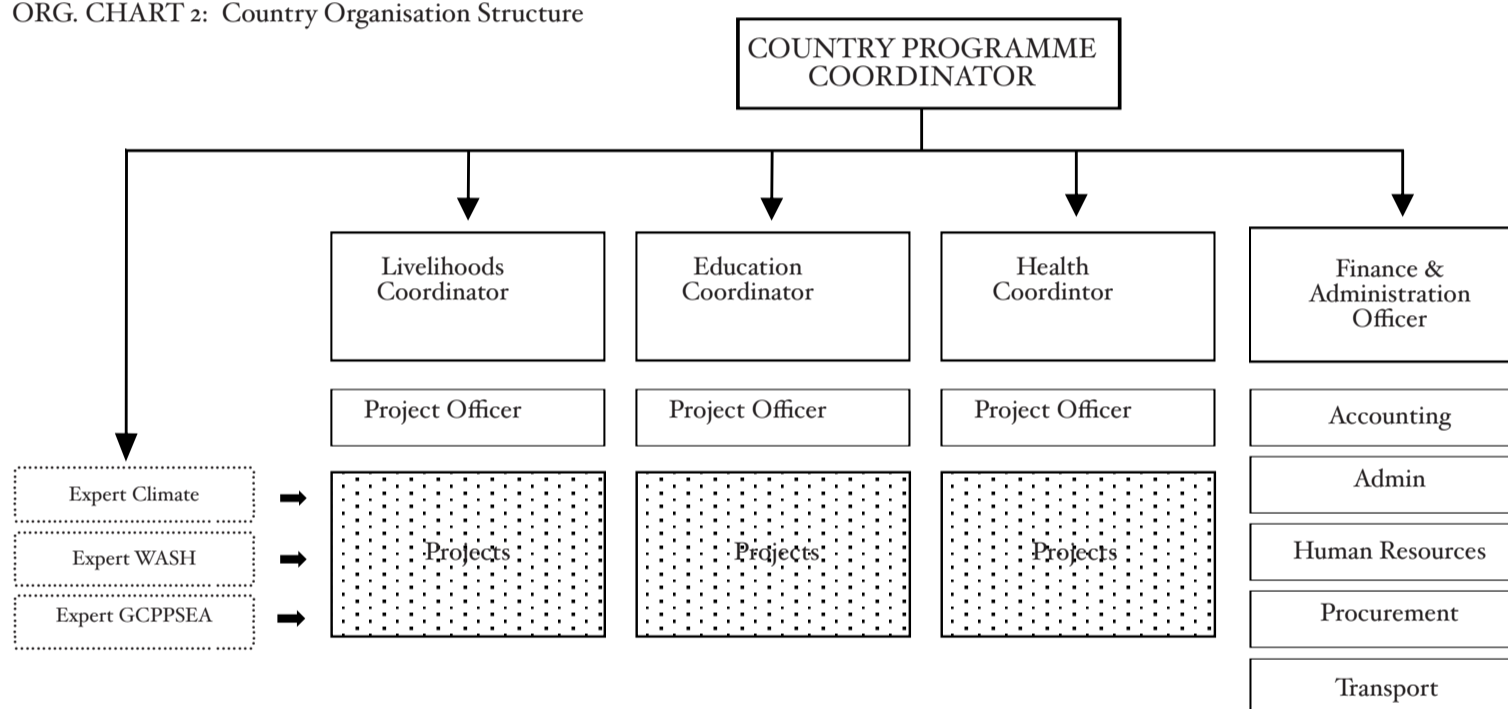
Under public relations, NACRO will ensure that the public has a good understanding of NACRO, its mission and its thematic areas. This will require that NACRO engages in public relations beyond social media and the websites. It means that NACRO must mobilise its partners, use success stories and its communities to improve the organisation's standing in the public. Good public relations are very helpful when acquiring new projects because funding agencies not only know that NACRO exists but are aware what positive impact NACRO makes on vulnerable communities. NACRO must engage in the soliciting of projects through the usual tendering process, but also through networking with partners and donors on an ongoing basis. NACRO will also foster good relations with the NAC and in particular with church members on congregation-level. Congregations are spread all-over the country and because NACRO only has projects in a few congregations, there is a need to build awareness with all congregations. Every church member should be aware of NACRO and their work.

The Executive Director will assemble the right people and create the Public Relations & Resource Mobilisation unit. The unit will operate on a regional level but can comprise of country experts working from their respective country and of short-term experts that can build the capacity of the unit. It is likely that the unit requires a full-time team leader who can coordinate all experts in the unit. By early 2024 the unit will start to work, have a clear mandate, and key performance indicators. The unit will report to the Executive Director and is supported by the Country Programme Coordinators.

8. COUNTRY LEVEL ORGANISATION

Country operations are currently organised around the thematic areas and NACRO will further develop each country's capacity to deliver on the strategic objectives. The pillars in each country are the thematic areas a) education, b) health c) livelihoods and d) Water, Sanitation, and Hygiene (WASH). Services that are required by all thematic areas will be placed as cross-functional expertise within the organisation. Each thematic area will be managed autonomously in each country by the Country Programme Coordinator, cross-functional expertise of gender and social inclusion, environmental protection and climate resilience, will be mainstreamed in the country programmes.

ORG. CHART 2: Country Organisation Structure



9. NACRO AND THE NEW APOSTOLIC CHURCH COORDINATION

NACRO is the child of the New Apostolic church and both are strong partners to help vulnerable communities. Over the years NACRO has focused on building its organisation and ability to support community projects and because donations cannot be used exclusively, there is a gap growing between the church congregations and the relief work.

During the period 2024-28 NACRO will explore options to raise funds that can be used for vulnerable church members. NACRO will partner with NAC and ensure that such finances are clearly segregated from non-restrictive funds, are transparently managed and fully accounted for.

— PROJECT SUSTAINABILITY

NACRO aims at high levels of sustainability when delivering projects, however it is not automatic that projects are more sustainable the more donor funds are provided, quite often it is the opposite. NACRO will develop a sustainability strategy that guides the organisation on making projects more sustainable. The strategy will contain an exit approach which outlines how NACRO plans to exit a project and at the same time how the organisation plans to stay longer in the community. Such a plan should be part of each project proposal and project design. Staying longer in the community basically refers to project evolution, how can a single intervention evolve and support other activities in the community that build upon the initial intervention. Exit strategy means mostly an agreement with the beneficiary community that the project funding will reduce over time and ownership must be with the community. NACRO's role is to facilitate development in projects where the community holds a strong ownership for the project.

STEPS OF PROJECT MANAGEMENT	
1.	Initiation
2.	Planning
3.	Execution
4.	Monitoring & control
5.	Closure (hand-over)
6.	Post-closure monitoring & support

Partnerships must be incorporated into NACRO's support to project communities. The funding that NACRO has cannot provide for an entire project and the sustainability of NACRO interventions depends on other project partners. Project initiation and planning must include all funding needs and very firm commitment by project partners are needed to enhance the sustainability of a project.

EXAMPLE

NACRO established a primary school (Ganda School) in an under-serviced community in Kazungula. When the funding ended NACRO could not support further, and the project remained in the hands of the Regional Advisory Committee. The Ministry of Education and the local church congregation are committed to continue this project, but NACRO has neither plans nor funding to provide for the entire path of basic education to the children in this community. The school is struggling with operational expenses and those are often not covered by donor funds, a plan to raise those funds should have been part of the project planning.



PHOTO 5: Ganda School

10. DISASTER PREVENTION, RELIEF, AND POST-DISASTER SUPPORT

During the early years of the strategy 2024-28 NACRO will concentrate on strengthening its internal capacity to deliver a lasting impact through its development projects. But NACRO recognises that disasters will happen and affect the vulnerable communities the most. NACRO will establish disaster prevention, relief and post disaster support as a new thematic area which will initially build capacity for a rapid response, but also support affected communities after relief organisations have left and public attention has ceased. With internal capacity and funding available this new thematic area should start operating in 2025.

APPENDIX:

2024 – 2028 BALANCED SCORECARD FOR NACRO

VISION	Strengthened NACRO that transforms vulnerable communities into resilient and self-sustaining households in the areas it operates”.
MISSION	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
CORE VALUES	Honesty, Integrity, Commitment, Non-discriminatory, Equity
STRATEGIC THEMES	Education, Health, Livelihood
CROSSCUTTING THEMES	WASH, Gender, Climate Change

STRATEGIC OBJECTIVES AND STRATEGY MAPS	Measures	Strategies	Targets
<p>CLIENT/STAKEHOLDER</p>	<ul style="list-style-type: none"> Percentage of credible donors. Diversified donor funding. Sustainable funding. Percentage stakeholder satisfaction. 	<ul style="list-style-type: none"> 95% of planned projects funded by different donors. 100% of planned projects funded by 2028. 75% stakeholder satisfaction levels annually. 	<ul style="list-style-type: none"> Develop and maintain a database of donors for all strategic themes. Enhance capacity of staff to do work effectively. Be intentional to conduct project evaluations to ascertain the impact of projects. Develop Communication Information Education materials for publicity. Strengthen relationship with already existing donor and develop fresh relationship with donor who currently not supporting NACRO.
<p>HUMAN RESOURCE</p>	<ul style="list-style-type: none"> Percentage of human resource recruited have the right skill sets. 	<ul style="list-style-type: none"> 90% of staff managing projects at country level have the right skills. 90% of staff at regional levels supporting the country programmes have the right skill sets in their respective job positions. 	<ul style="list-style-type: none"> Establish a NACRO regional office to establish to support country programme offices. Ensure Audit and Risk management is part of project implementation. Develop and implement a Stakeholder Management Plan. Develop and implement stakeholder satisfaction survey tools. Ensure NACRO web page is constantly updated for publicity.
<p>IMPACT ASSESSMENT</p>	<ul style="list-style-type: none"> Percentage of key project deliverables. Percentage of impact recorded through project evaluations. 	<ul style="list-style-type: none"> 90% of key project deliverables achieved by 2028 90% of the anticipated impact scored by 2028. 	<ul style="list-style-type: none"> Strengthen capacity in budget management. Enhance internal audit function and internal controls. Develop and implement a Risk Management Strategy.
<p>RESOURCE MOBILISATION</p>	<ul style="list-style-type: none"> Percentage staff performance. Percentage adherence to core values. Proportion staff establishment filled. Percentage staff satisfaction. 	<ul style="list-style-type: none"> 85% Staff performance against agreed annual targets. 100% adherence to core values annually. 100% staff establishment filled by 2026. 75% Staff Satisfaction level annually. 	<ul style="list-style-type: none"> Strengthen implementation of capacity building programmes. Strengthen implementation of team building programmes. Review the organisational structure and ensure it fits within the annual budgets. Develop and implement a Staff Recruitment Plan. Enhance Performance Management. Develop and implement a Staff Welfare Framework.
<p>PUBLIC RELATIONS</p>	<ul style="list-style-type: none"> Percentage of projects success reported to wider public through various platforms Number of visibility materials produced. 	<ul style="list-style-type: none"> 90% of publicity materials depict on social media depict the current project impact. 90% of the key infrastructure has NACRO labelling. 	<ul style="list-style-type: none"> Develop a staff capacity building plan.

ACKNOWLEDGEMENT OF PARTNERS

Being a member of many networks, NACRO would like to acknowledge and thank its partners for the support rendered during the implementation of its past Strategic Plan (2019-2023). These include: NAK-karitativ; New Apostolic Church International (NACI); Rural Finance Expansion Programme (RUFEP); New Apostolic Church 28 (NAC28); Golden Valley Agriculture Research Trust (GART); United Nations Development Programme (UNDP); Technical Education, Vocational and Entrepreneurship Training Authority (TEVETA), Ministry of Local Government and Rural Development, President Emergency Plan for AIDS Relief (PEPFAR), Churches Health Association of Zambia (CHAZ) and; Pact Zambia and Community Response to HIV and AIDS (CRAIDS).

Further, we particularly grateful to HELP (Germany), Habitat for Humanity Zambia, (Germany) Kickstart, Ministry of Community Development Mother and Child Health, Ministry of Green Economy and Environment's Private Project for Climate Resilience (PPCR) project, Livestock Development and Animal Health Project for their great corporation with NACRO.

We also wish to thank German Sparkassenstiftung (DSIK) for the monetary support towards the development of our 2024-2028 Strategic Plan.

To all of these, we look forward to a deeper collaboration during the implementation of this Strategic Plan.

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