

Luangwa Child Development Agency (LCDA)

# STRATEGIC PLAN (2026-2030)

"Building Resilient Futures for Children and Young  
People in a Changing Climate"

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## LIST OF ACRONYMS

ASRHR	Adolescent Sexual and Reproductive Health and Rights
CSA	Climate- Smart Agriculture
ECD	Early Childhood Development
ECE	Early Childhood Education
LCDA	Luangwa Child Development Agency
MEAL	Monitoring, Evaluation, Accountability and Learning
ODF	open Defecation Free
VSLA	Village Savings and Loans Associations
WASH	Water, Sanitation and Hygiene

## EXECUTIVE SUMMARY

This Five-Year Strategic Plan (2026-2030) charts a new, ambitious course for the Luangwa Child Development Agency (LCDA). In response to a comprehensive situational analysis that revealed the pervasive nature of climate-induced poverty as the core driver of vulnerability for children in Luangwa and Nyimba Districts, this plan marks a strategic shift.

Our Overarching Goal is to significantly reduce climate-induced child poverty and enhance the resilience of 10,000 children and young people by 2030. This will be achieved through four interconnected Strategic Objectives:

1. **Livelihoods & Climate Resilience:** Increase sustainable household income for 10,000 families by 40% through climate-smart agriculture and diversified livelihoods.
2. **Education & Child Protection:** Increase school retention and safety, reducing teenage pregnancy and child marriage rates by 30% and boosting secondary school transition by 50%.
3. **Health & WASH:** Improve health outcomes for 5,000 children and mothers by strengthening community health systems and increasing access to safe, palatable water by 25%.
4. **Organizational Sustainability:** Secure a sustainable funding base by generating 25% of operational costs through social enterprise and diversifying 75% of grant funding.

This Strategic Plan introduces a hybrid funding model, moving beyond traditional grants to include social enterprises, ensuring LCDA's long-term viability. It also formalizes our geographical expansion into Nyimba District, establishing a "national character." A robust Monitoring, Evaluation, Accountability, and Learning (MEAL) framework is embedded throughout to ensure impact is measurable, and interventions are adaptive. This Plan is a commitment to building resilient futures for children and youth in the face of a changing climate.

## 1. OUR ORGANIZATIONAL BACKGROUND

## WHO WE ARE

Formed and registered in 2013, we've been a cornerstone of community support in Luangwa District for over a decade. Established to address the profound needs of vulnerable children, LCDA operates through a unique, community-owned model via its three community associations: Tigwilizane, Chikondwelelo, and Mandombe. This structure ensures grassroots participation and ownership of all interventions.

LCDA is governed by a Board comprising parents and government technocrats, ensuring both community voice and technical oversight in policy formulation. The Board provides strategic direction and fiduciary oversight. Day-to-day operations and implementation of policies and programs are managed by a dedicated staff team led by the Executive Director.

## OUR LEGACY

For close to a decade, LCDA's work in Luangwa District has been a testament to the power of community-led development. Our legacy is built on a proven track record of delivering tangible, life-changing results for children and their families, establishing us as a trusted and indispensable partner in the area's development journey. Our achievements, meticulously aligned with the Luangwa District Integrated Development Plan (IDP), provide a solid foundation upon which this new strategic plan is built.

### **Transforming Health and Well-being**

LCDA directly improved maternal and child health outcomes by constructing and equipping critical infrastructure. A flagship example is the Sinyawagora Rural Health Centre and its Maternity Annex, built with support from ChildFund New Zealand and ChildFund Zambia. Serving a population of 3,195, this facility has become a community lifeline.

Since its opening, it has ensured the safe delivery of hundreds of babies, with 229 recorded between 2022 and October 2025, providing a clean, safe environment that directly abates maternal and neonatal mortality risks. The centre's vital role is further demonstrated by providing antenatal care to 970 women and postnatal care to 677 women over a recent 22-month period.

Additionally, LCDA directly addressed a critical gap in maternal services by constructing and equipping a Maternity Annex at Kavalamanja Rural Health Centre. This intervention replaced a deplorable and inadequate health facility, creating a dedicated, dignified space for deliveries. The new infrastructure, complemented by LCDA's advocacy, motivated the government to post a qualified midwife to the facility. The Kavalamanja RHC which serves a population of about 2080, safely deliveries over 72 babies annually.



***Sinyawagora RHC before and after***



***Kavalamanja clinic before rehabilitation***

***Kavalamanja clinic after rehabilitation***

LCDA has also distributed over 18,500 insecticide-treated nets since 2016 contributed to reducing malaria incidences in the communities. This strategic intervention was a key driver in dramatically reducing malaria incidence within the communities we serve, directly lightening the district's health burden and protecting thousands of children and families from a leading cause of illness.

Lastly, LCDA has recently invested in building critical capacity for early childhood development. Through the recent training of 25 rural health staff and 62 community-based volunteers in nurturing care and child development principles, we have empowered frontline workers to support the crucial cognitive and emotional growth of children, ensuring they not only survive but thrive.

### **Building Foundations for Academic Excellence**

Our strategic investments in education have directly translated into academic success. By constructing 16 new classrooms for 2,888 children and 12 staff houses, we improved the quality of learning in seven schools.

Our philosophy is simple: invest in the ecosystem of learning, and academic success will follow. The 2024 examination results from three schools where LCDA constructed critical

infrastructure—from staff housing to entirely new classroom blocks—provide proof of this theory of change.

### **Kaunga Secondary: Securing Teachers, Securing Results**

The challenge at Kaunga Secondary is teacher accommodation. LCDA's strategic intervention targeted this problem by constructing two modern staff houses. This critical investment together with government constructing other houses transformed the school's stability by providing dignified homes for educators. The 2024 Grade 9 results are a direct testament to this investment. With a stable, motivated teaching body, Kaunga Secondary achieved a



perfect 100% pass rate.

This outcome underscores a powerful lesson: quality education is impossible without quality teachers, and securing them requires intentional investment in their well-being and professional environment.

Our partnership in education has yielded transformative results, most powerfully demonstrated by the explosive growth in student enrolment at schools we developed from the ground up. At Mandombe Primary, enrolment surged by 242%, from 120 to 410 pupils, while Chimutengo Primary experienced a remarkable 635% increase, from 125 to 794 pupils. This overwhelming response from the community, fueled by the construction of modern classrooms, specialized facilities like science and computer labs, and staff housing, not only confirmed the critical need for these institutions but also led to Chimutengo being upgraded to a Grade 10 school—becoming a model institution and the first in the district to offer extended secondary education.

### **Chimutengo School: From Scratch to Centre of Excellence**

Chimutengo stands as a monument to community-led development. Where there were once just a bush and a big tree (Chimutengo) serving as community pre-school, LCDA, in partnership with the community with support from ChildFund New Zealand and ChildFund Zambia, built a school from scratch.

Its journey from a primary to now offering Grade 9 and 10 classes symbolizes its vibrant growth and the community's thirst for education. The 2024 results validate this incredible



journey. The school recorded a perfect 100% pass rate, a phenomenal achievement that speaks volumes about the quality of the learning environment created. Chimutengo is no longer just a school; it is a thriving academic institution, nurturing learners from their first day to the threshold of senior secondary education.

### **Mandombe Primary: Laying a Strong Foundation for a New Generation**

Mandombe Primary is another school that LCDA helped build from the ground up, creating educational access where none existed and where wild animals and occasional flooding inhibited access to education to nearest school 5 kilometres away. For its first cohort of Grade 7 learners, the 2024 results are a moment of pride. The school achieved a 33.9% quality pass rate. While there is always room to grow, this result is profoundly significant. It demonstrates that from a standing start, a strong foundation for learning has been established. These children are now



better prepared for secondary school than they would have been without this school, setting them on a path to break the cycle of poverty.

Furthermore, our establishment of 7 Early Childhood Development (ECD) centres was a strategic response to a critical gap, successfully enrolling over 625 children annually to create a pipeline of school-ready learners while directly supporting the national policy for ECE integration—a vital intervention in a district where most primary schools lacked the physical space to implement this foundational level of education.



### **Securing Water and Healthier Communities**

Our installation of 12 boreholes and 8 solar-powered water systems have provided reliable clean water to thousands, achieving 97.7% water access in target communities. This strategic investment directly resulted in a 62% reduction in diarrheal cases, a clear metric of our success in reducing WASH-related diseases.

### **Building Economic Resilience**

**LCDA’s strategy for economic development is a multi-faceted approach, combining direct household support with large-scale infrastructure projects to combat climate variability and ensure year-round food production and income.**

We have been a catalyst for sustainable agricultural transformation by investing in critical water infrastructure. This includes the installation of a hydro-power irrigation facility pumping water from the Zambezi River in Kavalamanja and the rehabilitation of dams in Chitope Community, which now irrigate 35 hectares of land through a canal system, benefiting over 310 households. To empower individual farmers, we distributed 108 treadle pumps, enabling small-scale irrigation. These strategic interventions have shifted communities from rain-fed dependence to climate-resilient, year-round production of high-value crops like vegetables and bananas.



The impact is tangible and life-changing. As shared by beneficiary farmer Bridget Ngoma: “I am grateful... my monthly income from banana sales has grown from 200 Kwacha in 2016 to 1600 Kwacha in 2025. Out of the proceeds, I have managed to build a 3-bedroomed house and my family’s nutrition status has improved.”

This foundational work is further amplified by our broader initiatives, which saw us irrigate a total of 38 hectares and distribute 2,760 goats to 920 families, systematically moving households from subsistence to commercial activity.

Looking forward, significant potential remains. An abandoned youth banana plantation, initially supported by ChildFund Australia, presents a major opportunity. Revamping this asset through irrigation could dramatically boost banana and vegetable production and introduce fish farming, further solidifying economic resilience in the Chitope area and building directly upon a decade of proven investment.



### ***Irrigation scheme in Kavalamanja***

Concurrently, we made a strategic, long-term investment in the region's greatest asset: its youth. Our initial focus on youth empowerment was proven by training 685 youth and supporting over 70 young entrepreneurs, who generated significant annual incomes and began tackling the district's rampant unemployment.

Building on this success, we recognized that a larger, systemic solution was needed. This vision has been realized with the completion of the state-of-the-art Luangwa Skills Training

Centre, a landmark project funded by ChildFund New Zealand and ChildFund Zambia. This centre when it becomes operational, represents a permanent engine for youth economic



empowerment, designed to serve generations to come. The facility includes:

- A fully equipped three-classroom block and workshop for hands-on training in high-demand fields like carpentry, tailoring, bricklaying, and agriculture.
- A 64-bed hostel to accommodate students from remote areas, ensuring inclusive access.
- Solar-powered boreholes providing a reliable water supply for both the centre's operations and practical agricultural training.
- Connection to the national power grid to support modern training tools and equipment.

Informed by a comprehensive Training Needs Analysis, the centre will initially offer programs in Construction, Textile & Fashion, General Agriculture, and Carpentry & Joinery—fields identified by the community as vital for local economic growth. This direct alignment ensures that graduates possess "green skills" and market-relevant expertise, making them highly employable or capable of starting their own businesses.

### **Protecting the Most Vulnerable**

We made the child protection system functional by training community members, establishing 3 Child Protection Committees, and equipping the Zambia Police Victim Support Unit with a computer and printer. This system enabled 121 child abuse cases to be reported and addressed, resulting in 10 convictions—a tangible strengthening of the district's child protection framework.



### **Safeguarding Livelihoods from Environmental Shocks**

We directly reduced human-wildlife conflict, a critical climate-related stressor, by constructing solar electric fences that protected 869 hectares of farmland, securing both crops and community livelihoods.

This legacy is not just a record of past success; it is our proof of concept. It demonstrates our ability to deliver integrated, high-impact programs that address the multifaceted nature of poverty. The trust we have built with communities, government bodies, and traditional leaders, combined with our proven implementation capability, positions us with the unique credibility required to now scale our impact and tackle the defining challenge of our time: climate-induced child poverty.

## **WHY THE NEW STRATEGIC PLAN**

<p style="text-align: center;"><b>1. Impact and Measurement:</b></p> <p>The need for a clear, impactful goal with specific, measurable objectives.</p>	<p style="text-align: center;"><b>2. Geographical Expansion:</b></p> <p>The strategic decision to scale up to Eastern Zambia (through Nyimba District), establishing a broader reach beyond Luangwa hence defining “our national character”</p>
<p style="text-align: center;"><b>3. Financial Sustainability:</b></p> <p>The urgent need to transition from a reliance on single-source grants to a hybrid funding model with social enterprise at its core.</p>	<p style="text-align: center;"><b>4. Evolving Context:</b></p> <p>The escalating threat of climate-induced poverty, identified as the overarching problem undermining child well-being, demands a focused and adaptive response.</p>

**2. SITUATIONAL ANALYSIS**

## THE GLARING SITUATION<sup>1</sup>

<b>Livelihoods, Poverty and Economic Landscape</b>	<p>Poverty affects about 80% of the population. Economies are dominated by climate-vulnerable fishing and agriculture. Youth unemployment is rampant (57.1% in Nyimba actively seeking work), with minimal access to skills training (only 2.4% of youth graduated).</p>
<b>Climate and Environment</b>	<p>Ecological Zone 3 presents high vulnerability to droughts and floods. Deforestation for charcoal production is degrading the environment and livelihoods. Household disaster preparedness is very low (22.7% in Nyimba).</p>
<b>Education</b>	<p>A learning crisis exists: only 28% (Luangwa) and 34.4% (Nyimba) of children can read proficiently. ECD enrolment is critically low in Nyimba (8%). Schools are unsafe (71.9% witness violence in Nyimba) and understaffed (teacher-pupil ratio of 1:80).</p>
<b>Health and WASH</b>	<p>While some indicators are strong (e.g., institutional deliveries), access is hampered by staffing shortages (e.g., 7/56 doctors) and distance. A critical issue is water quality in Luangwa, where almost half of sources have unpalatable, salty water. 50% lack proper sanitation.</p>
<b>Child Protection</b>	<p>Child marriage, teenage pregnancies and child labour are top concerns, with rates higher than 50%. Formal protection systems are weak or inaccessible; communities rely on traditional leaders, and reporting pathways, while theoretically known, are practically challenging.</p>

<sup>1</sup> Data source: - LCDA 2016- 2026 Strategic Plan

- Comprehensive Baseline Study for Luangwa Child Development Agency (LCDA)'s New Operational Areas) 2025

- Luangwa Integrated Development Plan 2022- 2031

- Nyimba Integrated Development Plan 2020- 2030

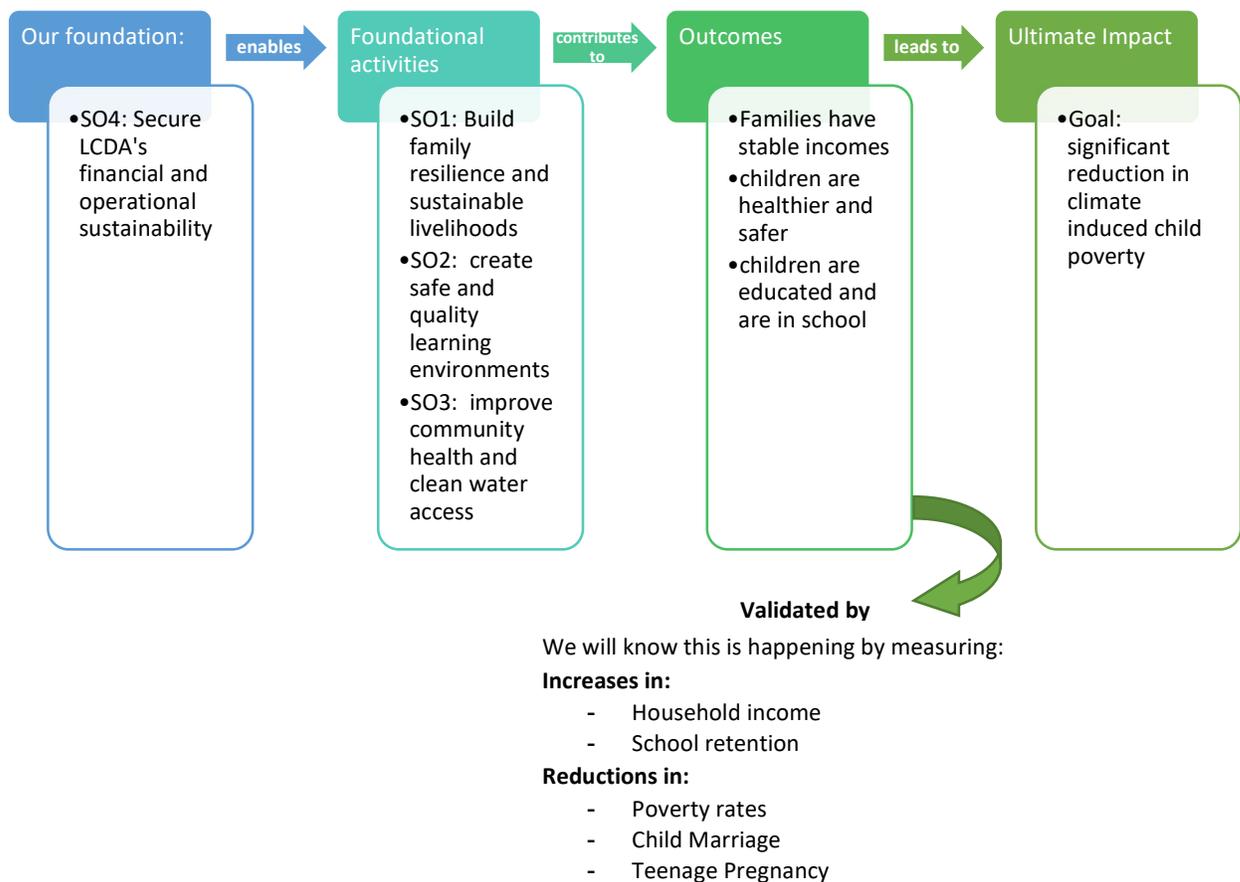
- Qualitative Insights: strategy design sessions with communities with varying stakeholders including children and young people

### 3. STRATEGIC FRAMEWORK

THEORY OF CHANGE: OUR JOURNEY FROM ACTION TO IMPACT

Our Theory of Change is a comprehensive map that illustrates how LCDA's daily activities lead to lasting change for children. It is built on a clear "if-then-because" logic that guides our strategic decisions and measurement.

**IF** we build family resilience to climate shocks through sustainable livelihoods (SO1), **AND** we create safe, inclusive, and quality learning environments that keep children, especially girls, in school (SO2), **AND** we improve community health and access to clean water (SO3), **WHILE** simultaneously securing LCDA's own financial and operational sustainability (SO4), **THEN** we will significantly reduce climate-induced child poverty, **BECAUSE** families will have stable incomes, children will be healthier, safer, and educated, and LCDA will be a sustainable institution. **WE WILL KNOW THIS IS HAPPENING** by measuring reductions in child marriage, teenage pregnancy, and poverty rates, and increases in school retention and household income. This is illustrated below.



**THE PATHWAY**

**1. Our Fundamental Condition: The Problem We Address:** The entire strategy is designed to combat **Climate-Induced Child Poverty**—the complex situation where environmental shocks and stresses trap children in a cycle of deprivation, leading to negative outcomes like teenage pregnancy, child marriage, and school dropouts.

**2. Our Strategic Interventions (The "IF" Statements - What We Do):** To dismantle this problem, we simultaneously execute four integrated strategic objectives, with SO4 serving as the essential enabling foundation:

SO4: Organizational Sustainability (The Engine): This is the "WHILE" condition in our logic. By securing diversified funding and building our own capacity, we ensure LCDA can deliver all other strategies effectively and for the long term.

SO1: Livelihoods & Climate Resilience (The Shield): We protect families from economic collapse by promoting climate-smart agriculture and diverse income sources, directly buffering them against climate shocks like droughts and floods.

SO2: Education & Child Protection (The Safe Haven): We ensure schools are safe, inclusive, and effective, providing children with knowledge and a protective environment that reduces their vulnerability to exploitation and early marriage.

SO3: Health & WASH (The Foundation for Well-being): We improve children's physical health and cognitive development by ensuring access to healthcare and clean water, which is a prerequisite for them to learn and thrive.

**3. The Causal Pathway: Outcomes to Impact (The "THEN" and "BECAUSE"):** The power of our strategic plan lies in how these strategies interact to produce a combined effect greater than the sum of their parts.

From SO1 & SO4 → Families have stable incomes. When families are more economically resilient (SO1) and supported by a stable organization (SO4), they are less likely to resort to negative coping mechanisms like pulling children from school for labor or arranging child marriages for dowries.

From SO2 & SO3 → Children are healthier, safer, and educated. When children are healthy (SO3), they can regularly attend and focus in school. When schools are safe and of good quality (SO2), children, especially girls, are more likely to stay enrolled and learn effectively. This creates a virtuous cycle where health supports education and education empowers children to protect their health.

The Synergistic Effect → Reduced Child Poverty. The convergence of these outcomes is what breaks the cycle of poverty.

- A girl from a family with a stable income (SO1) is less likely to be married off early.
- A healthy child (SO3) can attend school regularly, learning effectively (SO2).

- An educated adolescent (SO2) has better future earning potential and knowledge of their rights, making them less vulnerable to teenage pregnancy and more likely to pursue resilient livelihoods (SO1) as an adult.
- All of this is sustained over time because LCDA is a viable, sustainable institution (SO4).

**4. Measuring Our Success: The Evidence (How "WE WILL KNOW"):** We will track our progress towards the impact using a set of key metrics that are direct manifestations of reduced child poverty:

- Reductions in Child Marriage and Teenage Pregnancy Rates: These are critical indicators of reduced vulnerability and increased agency for girls.
- Increases in School Retention Rates: This shows that children are staying in the protective and empowering environment of school.
- Increases in Household Income and Reductions in Poverty Rates: This provides the direct evidence of improved family economic resilience.

This Theory of Change is our promise and our roadmap. It holds us accountable to a logical, evidence-based, and impactful approach to transforming the lives of children and young people.

## OUR VISION

LCDA envisions communities in which children and young people have basic needs met and are well protected from all forms of harm and abuse.

## OUR MISSION

To empower vulnerable children, youth, and their families in Eastern Zambia to overcome climate-induced poverty through community-led, sustainable programs in livelihoods, quality and inclusive education, quality healthcare and child protection.

## CORE VALUES

**Child-Centredness:** The best interests of the child guide all our actions.

**Integrity:** We are accountable, transparent, and ethical.

**Partnership:** We collaborate with communities and stakeholders for greater impact.

**Innovation:** We seek creative, evidence-based solutions to complex problems.

**Sustainability:** We pursue long-term change for children and our organization.

## OVERARCHING STRATEGIC GOAL

To significantly reduce climate-induced child poverty and enhance the resilience of 10,000 children and youth in Eastern Zambia by 2030.

## STRATEGIC OBJECTIVES (SOS)

**SO 1: Livelihoods & Climate Resilience:** To increase sustainable household income for 10,000 families by 40% through climate-smart agriculture and diversified livelihood initiatives by 2030.

**SO 2: Education & Child Protection:** To increase school retention and safety for children, reducing teenage pregnancy and child marriage rates by 30% and increasing secondary school transition rates by 50% by 2030.

**SO 3: Health & WASH:** To improve health outcomes for 5,000 children and mothers by strengthening community health systems and increasing access to safe, palatable water by 25% by 2030.

**SO 4: Organizational Sustainability:** To secure a sustainable funding base by generating 25% of operational costs through social enterprise and diversifying 75% of grant funding away from a single source by 2030.

## 4 STRATEGIC INTERVENTIONS

Strategic Objective 1: Livelihoods & Climate Resilience	Strategic Objective 2: Education & Child Protection	Strategic Objective 3: Health & WASH	Strategic Objective 4: Organizational Sustainability
<ul style="list-style-type: none"> <li>• <b>Problem:</b> Climate vulnerability, human-wildlife conflict and reliance on subsistence agriculture trap families in poverty, leading to child labor and school dropouts</li> <li>• <b>Key Strategic Interventions</b></li> <li>• Promotion of Climate-Smart Agriculture (CSA)</li> <li>• Livelihood Diversification</li> <li>• Youth Skills Development</li> <li>• Natural Resource Management</li> <li>• <b>Beneficiaries:</b> 2,000 smallholder farmer households, 500 out-of-school youth</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Problem:</b> Low learning outcomes, violence in schools, and high rates of teenage pregnancy and child marriage undermine child development</li> <li>• <b>Key Strategic Interventions</b></li> <li>• Strengthening ECE</li> <li>• Improving Learning Quality</li> <li>• Promoting School Safety</li> <li>• Adolescent &amp; Youth Empowerment</li> <li>• <b>Beneficiaries:</b> 5,000 primary school children, 2,000 adolescents, ECD caregivers, teachers</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Problem:</b> Distance to facilities, stock-outs of medicines, and poor water quality prevent children from surviving and thriving</li> <li>• <b>Key Strategic Interventions</b></li> <li>• Strengthening Community Health Systems</li> <li>• Adolescent Sexual Reproductive Health (ASRH)</li> <li>• Improving Water Access &amp; Quality</li> <li>• Promoting Sanitation &amp; Hygiene</li> <li>• <b>Beneficiaries:</b> 5,000 children under 5 and mothers, 3,000 households</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Problem:</b> Over-reliance on grants threatens long-term impact and program continuity</li> <li>• <b>Key Strategic Interventions</b></li> <li>• Social Enterprise Development</li> <li>• Strategic Partnerships &amp; Grant Diversification</li> <li>• Organizational Capacity Building</li> <li>• Geographic Expansion Strategy</li> <li>• <b>Beneficiaries:</b> LCDA as an institution</li> </ul>

## 5. THE RESOURCES WE NEED FOR IMPACT

## LCDA STRATEGIC PLAN BUDGET 2026- 2030

This budget is structured to clearly link financial inputs to expected activities, outputs, outcomes, and the ultimate impact. It is designed to be a persuasive tool for donors and a clear management tool for LCDA

### LIVELIHOOD AND CLIMATE RESILIENCE

**Overall Objective: Increase sustainable household income for 10,000 families by 40% through climate-smart agriculture and diversified livelihoods by 2030.**

Strategic Intervention	(USD)	(ZMW)
1 Promotion of Climate-Smart Agriculture (CSA)	750,000	17,250,000
2 Livelihood Diversification	500,000	11,500,000
3 Youth Skills Development	400,000	9,200,000
4 Natural Resource Management	300,000	6,900,000
5 Program Management, Monitoring & Evaluation (M&E)	550,000	12,650,000
<b>TOTAL BUDGET FOR LIVELIHOOD AND CLIMATE RESILIENCE (2026-2030)</b>	<b>2,500,000</b>	<b>57,500,000</b>

### EDUCATION AND CHILD PROTECTION

**Strategic Objective: Increased school retention and safety, reducing teenage pregnancy and child marriage rates by 30% and boosting secondary school transition by 50%.**

Strategic Intervention	(USD)	(ZMW)
1 Strengthening Early Childhood Education (ECE)	400,000	9,200,000
2 Improving Learning Quality	650,000	14,950,000
3 Promoting School Safety	750,000	17,250,000
4 Adolescent & Youth Empowerment	900,000	20,700,000
5 Program Management, Monitoring & Evaluation (M&E)	550,000	
<b>TOTAL BUDGET FOR EDUCATION AND CHILD PROTECTION (2026-2030)</b>	<b>3,250,000</b>	<b>74,750,000</b>

## HEALTH AND WASH

**Overall Objective: Improve health outcomes for 5,000 children and mothers by strengthening community health systems and increasing access to safe, palatable water by 25%.**

### Strategic Intervention

1. Strengthening Community Health Systems	800,000	18,400,000
2. Adolescent Sexual & Reproductive Health (ASRH)	400,000	9,200,000
3. Improving Water Access & Quality	1,200,000	27,600,000
4. Promoting Sanitation & Hygiene (S&H)	500,000	11,500,000
5. Program Management, Monitoring & Evaluation (M&E)	1,200,000	27,600,000
<b>TOTAL BUDGET FOR HEALTH AND WASH (2026-2030)</b>	<b>4,100,000</b>	<b>94,300,000</b>

## Organizational Sustainability

**Overall Objective: Secure a sustainable funding base by generating 25% of operational costs through social enterprise and diversifying 75% of grant funding.**

### Strategic Intervention

1. Social Enterprise Development	450,000	10,350,000
2. Strategic Partnerships & Grant Diversification	300,000	6,900,000
3. Organizational Capacity Building	200,000	4,600,000
4 Geographic Expansion Strategy	100,000	2,300,000
<b>TOTAL BUDGET FOR ORGANIZATIONAL SUSTAINABILITY (2026-2030)</b>	<b>1,050,000</b>	<b>24,150,000</b>

<b>TOTAL BUDGET FOR THE 2026- 2030 STRATEGIC PLAN</b>	<b>10,900,000</b>	<b>250,700,000</b>
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## 6. MONITORING, EVALUATION, ACCOUNTABILITY AND LEARNING (MEAL) FRAMEWORK: TRACKING OUR PATH TO IMPACT

### MEAL APPROACH AND PHILOSOPHY

We are committed to evidence-based programming, using data for decision-making and being accountable to children, communities, and donors.

This Monitoring, Evaluation, Accountability, and Learning (MEAL) Framework provides the structure for tracking progress, measuring impact, ensuring accountability to our beneficiaries and donors, and facilitating continuous learning throughout the lifespan of the LCDA Strategic Plan (2026-2030). The framework is built on a clear results chain, outlining the specific changes we expect to see at the outcome and output levels for each Strategic Objective (SO), ultimately contributing to our overarching goal of reducing climate-induced child poverty.

### Impact, Outcome and Output Indicators

**Overarching Strategic Goal:** To significantly reduce climate-induced child poverty and enhance the resilience of 10,000 children and young people in Eastern Zambia by 2030.

We will measure our ultimate impact through key indicators including:

- A measurable reduction in multidimensional child poverty rates.
- A 30% reduction in child marriage and teenage pregnancy rates.
- A 50% increase in secondary school transition rates.
- A 40% increase in the average household income for 2,000 families.
- 

### Strategic Objective 1: Livelihoods & Climate Resilience

**Outcome:** Increased economic resilience of 10,000 smallholder households, buffering them against climate shocks and reducing reliance on negative coping mechanisms like child labor.

To achieve this, we will deliver the following key outputs through our strategic interventions:

- Output 1.1: number of farmers trained and applying Climate-Smart Agriculture (CSA) techniques.

- Output 1.2: number of viable livelihood diversification groups (e.g., VSLAs, small enterprises) established and operational.
- Output 1.3: number of out-of-school young people equipped with certified skills in climate-resilient trades.
- Output 1.4: hectares of community land brought under sustainable natural resource management practices.

## **Strategic Objective 2: Education & Child Protection**

**Outcome:** Increased number of children and adolescents, especially girls, who are safe, learning effectively, and remaining in school, leading to reduced vulnerability.

To achieve this, we will deliver the following key outputs through our strategic interventions:

- Output 2.1: number of ECE centers strengthened with quality learning materials and trained caregivers.
- Output 2.2: number of teachers trained in child-centered pedagogy and positive discipline.
- Output 2.3: number of schools with functional, student-led child protection committees and safety protocols.
- Output 2.4: number of adolescents completing life skills and empowerment programs, including ASRH education.

## **Strategic Objective 3: Health & WASH**

**Outcome:** Improved health and well-being of children under five and mothers, leading to reduced mortality and morbidity from preventable causes.

To achieve this, we will deliver the following key outputs through our strategic interventions:

- Output 3.1: number of Community Health Workers trained, equipped, and regularly reporting.
- Output 3.2: number of adolescents accessing Adolescent Sexual Reproductive Health (ASRH) services and information.
- Output 3.3: number of households with access to a reliable, safe, and palatable water source within 30 minutes round trip.
- Output 3.4: number of communities certified as Open Defecation Free (ODF) and demonstrating improved hygiene practices.

#### **Strategic Objective 4: Organizational Sustainability**

**Outcome:** A resilient, financially secure, and capable institution capable of delivering and expanding its mission effectively.

To achieve this, we will deliver the following key outputs through our strategic interventions:

- Output 4.1: number of social enterprise initiatives launched and generating revenue.
- Output 4.2: number of new strategic partnerships formalized through Memoranda of Understanding (MoUs).
- Output 4.3: number of staff and board members trained in key capacity areas (e.g., financial management, proposal writing, MEAL).
- Output 4.4: A fully operational field office established in Nyimba District, serving 5000 new beneficiaries.

#### HOW THE FRAMEWORK WILL BE USED: MEAL IN PRACTICE

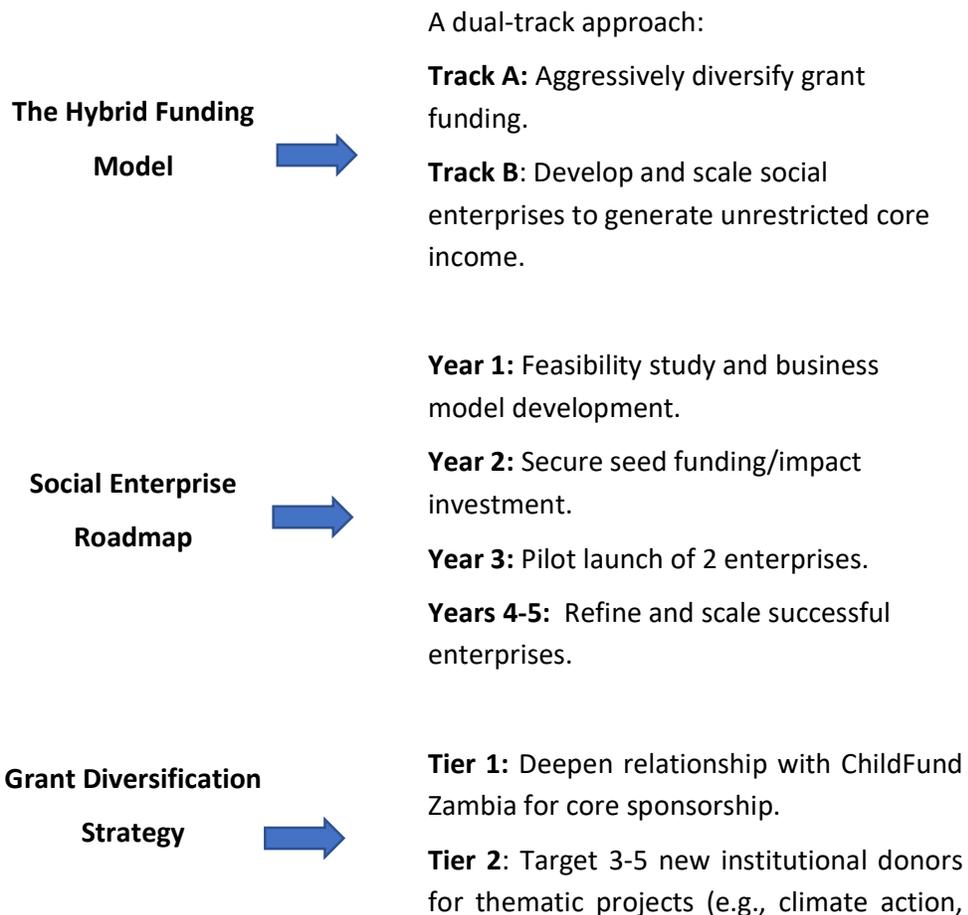
**Monitoring:** We will systematically collect data on all outputs and outcomes outlined above using standardized tools. This will provide regular, real-time information on our progress towards targets.

**Evaluation:** We will conduct periodic baseline, mid-term, and end-line evaluations to rigorously assess the impact of our programs and answer the "so what?" question, and validate our Theory of Change.

**Accountability:** We are accountable to the children, communities, and our donors. We will use this framework to create transparent progress reports and actively incorporate feedback from communities through established channels like community meetings and feedback boxes.

**Learning:** This framework is not just for reporting. We will hold regular data review meetings to ask critical questions: What is working? What is not? Why? The insights gained will be used to adapt and improve our strategies annually, ensuring we remain effective and responsive to the needs on the ground.

## 7. OUR RESOURCE MOBILIZATION AND FINANCIAL SUSTAINABILITY MATRIX



sustainable livelihoods, ASRHR, WASH, education).

**Tier 3:** Explore Zambian corporate social investment and local philanthropy.

**Cost Estimates and  
Financial Projections** 

(a detailed budget will be developed as a separate financial annex)

**Resource Mobilization  
Action Plan** 

Executive Director and Board to lead high-level donor engagement; Programmes and Sponsorship Coordinator and M&E Officer to lead proposal development.

**8. RISK MANAGEMENT AND MITIGATION**

Risk	Likelihood	Impact	Mitigation Strategy
Severe drought/floods	High	High	Promote drought-resistant crops and water harvesting; establish community grain banks
Social enterprise fails	Medium	Medium	Start small; pilot multiple models; secure technical assistance
Key donor withdraws	Medium	High	Maintain a 6- month operational reserve fund; aggressively implement diversification strategy

Community resistance in Nyimba	Low	Medium	Involve traditional leaders from the start; use phased approach; hire local staff
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## 9. OUR COMMITMENT

This strategic plan is a bold and necessary blueprint for LCDA's future. It addresses the root causes of child poverty in Eastern Zambia head-on, with a specific focus on building resilience to climate change. The commitment to financial sustainability through social enterprise ensures that LCDA will be an enduring force for good in the lives of vulnerable children.

