



Strategic Plan L.M. Kalwala Community Centre 2015-2020





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Preface

“Education is the most powerful weapon which you can use to change the world.”

Nelson Mandela

The L. M. Kalwala Community Centre is a small scale non-profit organisation which was founded in 2002 by the people of Kalwala’s village and Arie van Kooten. It is named after the village headman Lazarous Mwenya Kalwala. It cooperates with the Dutch foundation Joy of a Toy in fighting poverty in the area of Kalwala’s Village in Chinsali district. During the last years several successes were achieved, but there has also been some drawbacks. Now that we are on the brink of some major changes we think that it is good to reflect on our strategy for the future. Chinsali has become the new capital of the newly formed Muchinga province. This brings new opportunities and challenges. Our main goal in the coming years is to reach self-reliance for the people of our area. The emphasis will be on caring for the orphans of our society by providing them with food, shelter and education. Because we believe that education is the foundation of every development. In this strategic plan for the next five years we will describe the way we will try to reach this important goal.



Mission:

Our mission is to eradicate poverty in our catchment area: Kalwala Village, Muswema Village, Mweye Village and their surrounding areas.

Our objectives for the coming 5 years:

Orphans:

We will provide food, shelter, healthcare and education to our orphans in the Mary Milimo Orphanage. We will strive to further their education to the maximum of their capabilities. We will place those who qualify at boarding schools in order to facilitate their reintegration into society. We'll secure bursaries and other funds for those who make it into college or university. For those who are not passing into grade 10 we'll arrange a skills programme. We will seek for closer cooperation with Antonella's Transient home to place some of their vulnerable children (double orphans) at our orphanage. We will secure a government grant from the Department of Child Welfare.

Education:

We will cooperate with the primary and secondary school in Kalwala Village in all possible ways. We will build at least one teachers house each year to add to the existing 11 teachers houses. Our final goal is to have 20 houses, equal to the number of orphans. The rental money from one house should be enough to provide for the upkeep of one orphan. We will run the nursery school as good as possible until such a time that it can be incorporated into the Zambian educational system.

Health:

We will provide the best possible healthcare to our orphans. We will cooperate with the Janarie clinic to raise awareness about the importance of a healthy lifestyle for all inhabitants of the region.

Income generating activities:

In the coming five years we will create more income generating activities in such a way that we can pay half of our staff allowances from our own budget. The running of the lodge will be one of these activities amongst others.

Women club

We will stimulate the women club. Not only to provide for an income for the women themselves but also in order for the women club to contribute to the society at large and the project in particular.

Funding

We are aware that our sister foundation Joy of a Toy will gradually reduce their monthly allowances. The main goal is self-sufficiency of the population of the region. For sustainability reasons it is important to raise our own funds. The main objective is to be self-

sufficient after a period of ten years. However Joy of a Toy has pledged to keep assisting in educating the orphans as much as possible because school fees in Zambia have recently been going through the roof. Therefore there will be a separate fund for the schooling of our orphans. However, we will strive to pay for their upkeep from the revenues of the rentals. In addition we will have to find ways to provide for allowances for our staff by doing our own funding.

Self reliance

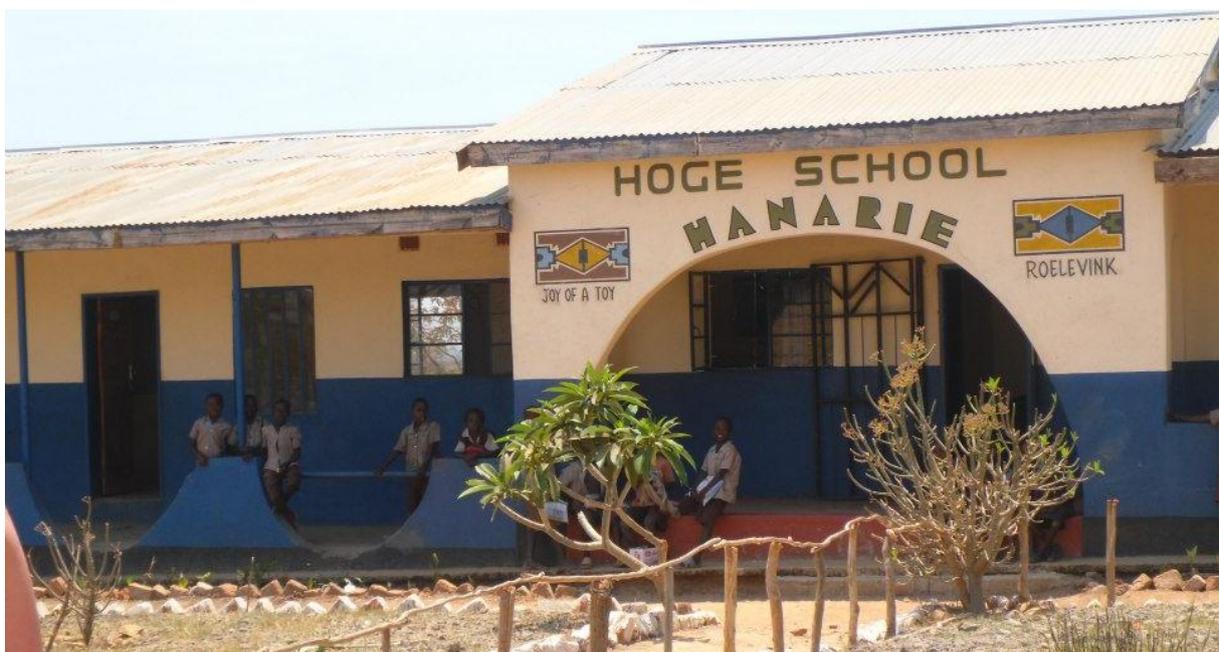
The target is to be self-reliant in 2025. A very important role will be assigned to the Child Welfare department of the government. It is hoped that Kalwala Community Centre will be cooperating with them closely in providing food, shelter and education for the orphans in our region for a long time to come.



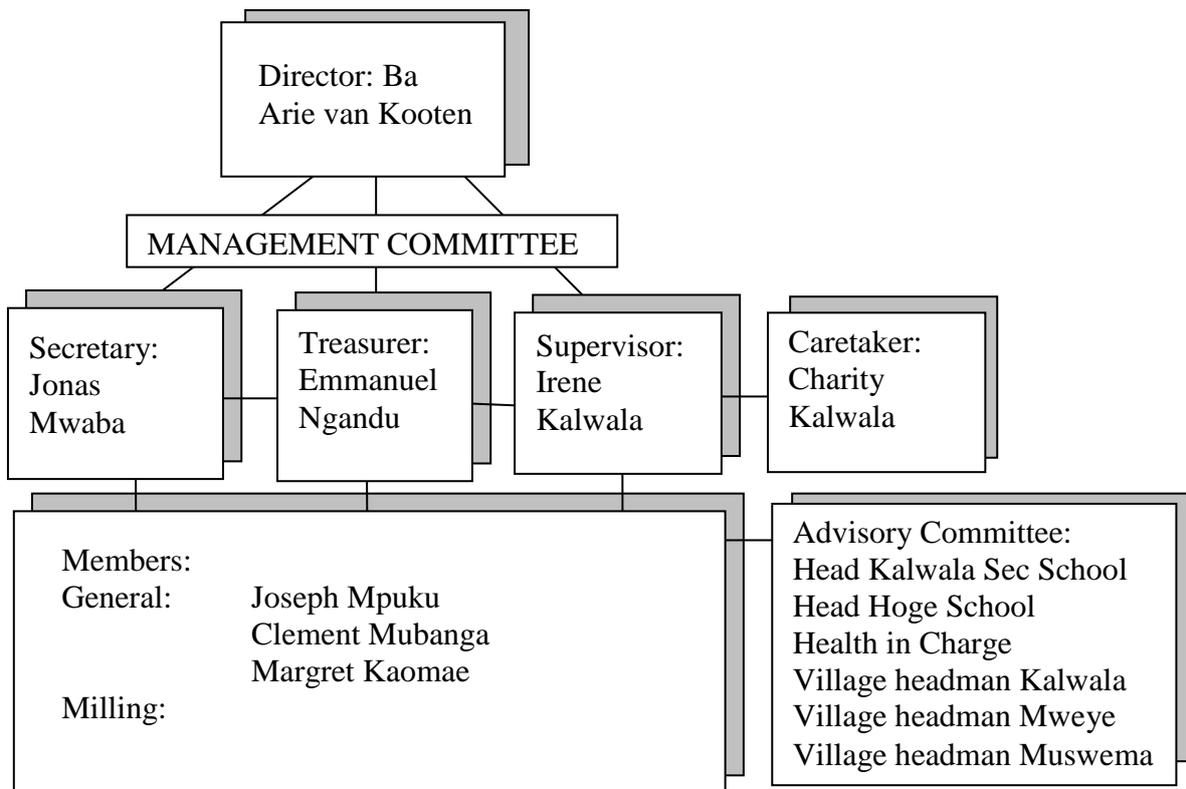
Achievements

The achievements of our foundation are many:

- We were in charge of building the Mary Milimo Orphanage including later additions as an outside kitchen, extended dormitories, a sanitation block and a wall fence. We have raised, fed, and educated 20 orphans (10 boys and 10 girls) from 2003 onwards. One of them has recently entered university.
- We played an instrumental role in building and starting the Janarie Clinic, providing also for workers for the clinic (medical personnel and general workers).
- We have been running the Kalwala Nursery School since 2004 up to date. Many children from the region have received their first education at our Nursery School.
- We played a crucial role in building and starting the Hoge Primary school. We have also provided all the staff for the school until the time the government officially took over.
- We assisted in building the Kalwala secondary school. We provided supervision for the construction.
- We assisted in building the vocational school and their laboratories, providing the supervision.
- We were in charge of the construction of teacher houses, lodges, staff houses, the women clubhouse, the water system (including pumps), the electricity system and the grinding mill.
- As the owners of the staff houses we are responsible for the upkeep of these houses. The rentals are also used for the upkeep of our orphans.
- We have guided and assisted many volunteers from the Netherlands.



Organisational Structure:



Tasks and responsibilities:

Director (Arie van Kooten):	General Management
Secretary (Jonas Mwaba):	All secretarial tasks; Correspondence to other organisations Contact with official authorities Running the nursery school
Treasurer (Emmanuel Ngandu):	Making payments Acquisition of material Keeping financial records Reporting monthly to the director by e-mail
Supervisor (Irene Kalwala):	Supervising all building activities Maintenance of infrastructure Collecting rentals Checking expenditure of the orphanage Supervising the lodge Guiding volunteers
Caretaker (Charity Kalwala):	Care for orphans Cooking for orphans Running the orphanage
General workers: (Joseph Mpuku, Clement Mubanga & Maggie Kaomae) Miller ()	Cleaning Guarding General assistance Running the grinding mill

Basic Rules:

1. The director is responsible for all major decisions
2. When the director is not in the country, decisions are taken by the Management Committee. These decisions have to be confirmed by the director at a later date.
3. The advisory committee can advise the management but can not take decisions.
4. Members are not on contract. They may receive an allowance as a token of appreciation if their performance is satisfactory according to the management. The amount of the allowance is stipulated by the management and will be reviewed once every two years. This is not a salary and members can not claim any money or other benefits.
5. Items can only be bought by the treasurer.
6. Acquisitions which exceed more than ZMW 2000,- should first be approved by the director. The approval can also be given by e-mail.
7. Acquisitions without original receipts can never be refunded by the project.

Volunteers

Volunteers will be guided by the supervisor, Irene Kalwala. Activities of volunteers have to be approved by the foundation. Because of some less fortunate experiences in the last years the foundation was forced to stop providing free lodging for volunteers. They will be charged for accommodation. The rate will be according to the quality of the accommodation as there are several options. But the amount will be at least 2 euro per day.



Financial policy

The financial policy is to be transparent as possible and to be accountable to our donors. Our main donor, the Joy of a Toy foundation, will receive a monthly report of our expenditures by e-mail. We are striving to be financially independent after a period of ten years. The management committee will have monthly meetings to discuss the expenditures. To avoid misunderstandings we will strive to collect money from the bank only in case an expenditure has to be made. This means that we will try to avoid having substantial cash money. Money for the upkeep of the orphans will be withdrawn once a week. The expenditures for the upkeep will be checked by the supervisor, Irene Kalwala. At least once in two years we will invite a representative of the Joy of a Toy foundation to check the expenditures which were made using their donations. For that purpose original receipts of acquisitions are to be kept in an orderly manner and are permanent in line with the monthly digital financial reports.

Reintegration of orphans

The foundation strives to reintegrate their orphans as good as possible within the society. Orphans who will qualify for tertiary education will be supported until they finish their education and find a job. From that point onwards they will be able to reintegrate into society. The other orphans will be supported by us until they finish their secondary education. We will assist them in finding a job at which moment they should be able to reintegrate. Orphans who have started a family of their own will also be assisted with their reintegration into society but cannot stay in the orphanage. In all of these cases we will cooperate as much as possible with the department of child welfare and with the extended family of the orphans.

Cooperation

Our closest cooperation is with the Joy of a Toy foundation from the Netherlands. Besides that, we also linked up with two other Dutch foundations: SOZ and School Support and Beyond to stimulate the development of our region.

In Zambia we cooperate with the Ministry of Education, the Ministry of Health, the local authorities (such as the Minister of the Province, the District Commissioner), the Child Welfare Department and other foundations with similar goals as ours (such as Antonella's Transient Home) We also cooperate with the traditional leaders of the region, i.e. chiefs and village headmen, some of whom are members of our Advisory Committee.

Epilogue

Part of our African identity is that we have the responsibility to help and protect each other. At the start of this endeavour we promised the dying mothers that we as a community are going to take care of their children. We will not rest until that task is completed for this generation and the next ones to come. We can only live in dignity if we care for each other.

