



# 5-year strategic plan

## Empowering Communities for a Healthier Tomorrow



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## Executive summary

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### Introduction and purpose of the strategic plan

The 2025-2030 PCZ strategic plan outlines our commitment to building healthier, more resilient communities across Zambia. By working closely with families, communities, the government and private sector, PCZ aims to address critical health issues, empower vulnerable populations, combat hunger, and strengthen economic security at community and family levels. This plan highlights PCZ's comprehensive approach to creating sustainable improvements and safeguarding the well-being of the communities we save.

### Mission

PCZ's mission is to empower communities in Zambia to improve health, , eliminate hunger, and overcome hardships.

### Vision

PCZ envisions a Zambia where the most vulnerable individuals have the power to lift themselves out of poverty, creating vital, healthy lives for their families and communities now and for the future.

### Core values

The key principles and beliefs guiding PCZ's actions are; Respect and humility; Integrity, Accountability and Equity.

### Our footprint

PCZ works in Central, Southern, Western, Muchinga and Northern Provinces of Zambia covering a total of twenty-seven districts six of which are in Central Province and eight in Southern Province.

### Strategic focus

PCZ's strategic focus includes initiatives for the improvement of maternal, child, and adolescent, community case management of life-threatening diseases, socioeconomic empowerment for vulnerable communities, and mitigating hardships from infectious disease outbreaks, poverty, and climate change, and gender inequality.

### Strategic goals and objectives

To achieve its mission and vision PCZ has identified the following key goals and objectives:

#### **Goal 1: Improve the wellbeing of women, children and adolescents**

Objective 1.1: Provide universal access to sexual and reproductive healthcare

Objective 1.2: Strengthen primary healthcare systems

Objective 1.3: Strengthen data systems

Objective 1.4: Promote Health and Prevention

#### **Goal 2: Enhance the health outcomes of vulnerable communities**

Objective 2.1: Enhance access to quality health services at the primary level

Objective 2.2: Fortify public health systems at the primary healthcare and community level

### **Goal 3: Address hardships resulting from poverty, climate change, and infectious disease outbreaks**

Objective 3.1: Develop sustainable surveillance systems to detect infectious disease outbreaks and threats

Objective 3.2: Address Climate Change Impact on Health and Food Security

Objective 3.3: Strengthen economic stability of households in targeted communities by 2030.

#### **Brief environmental analysis**

Several factors- strengths, opportunities, weaknesses and threats influenced PCZ's 2025-2030 strategic plan:

PCZ's key strengths, driving this strategy, include robust systems in finance, monitoring and evaluation, human resources, and program management. The organization has extensive experience managing multimillion and multiyear donor funds. PCZ maintains strong relationships and collaborations with the government through strategic ministries and the local authority, the private sector, and stakeholders with programs that align to the vision, mission, and values of the organization. With a geographic presence in five provinces and 27 districts, PCZ leverages its local and international NGO experience to scale up successful program models countrywide. The organization has increased its sectoral focus to include malaria, immunization, global health security and pandemic preparedness, agriculture and food security. Additionally, PCZ has a proven track record in strengthening community public health and social protection systems for inclusive development, anchored by the organization's flagship primary healthcare systems strengthening program, the Empowered Children and Adolescents Program (ECAP).

The strategic plan acknowledges several weaknesses, including a heavy reliance on a single funding source (USG), lack of infrastructure and asset base, and an under-resourced business development unit. PCZ also lacks income-generating activities outside the traditional government/Official Development Assistance (ODA) and has a weak brand presence in the private sector, with limited visibility among private stakeholders and potential partners. Additionally, the geographical presence is confined to Zambia. PCZ still operates on a paper-based system for financial, procurement and administrative processes, lacks a corporate governance structure with sufficient skills for resource mobilization and wealth creation, and has an inadequate human resource skillset to manage diverse programs such as climate change and global health security. The organization also lacks in-house skilled programmers to manage a robust and growing electronic data management system, has a small core team to sustainably manage the organization outside donor-funded positions, and has limited experience outside the health sector. Furthermore, the organization has few programs focusing on women entrepreneurship, livelihood, and agriculture, and broader maternal neonatal and child health (MNCH). . PCZ also lacks adequate systems and skills to contribute effectively to the Global Health Security agenda.

The strategic plan identifies several opportunities, including favorable government policies and programs such as commitment to achieving Universal Health Coverage (UHC) that PCZ has been supporting through a whole primary healthcare (PHC) systems approach, and social safety net programs for vulnerable populations such as Social Protection, livelihood, and economic strengthening programs that PCZ integrates to address the social determinants of health. The threat posed by emerging and reemerging epidemics and infectious diseases such as Mpox, measles, and Covid-19, including zoonotic diseases such as anthrax, require PCZ to increasingly adopt a One Health approach in programming to address infectious disease threats across humans and

animals, support government to have a coordinated, efficient, and effective response to infectious diseases outbreaks and threats. The impact of climate change on health and food security also requires PCZ to integrate into its programming climate change mitigation and adaptation programs such as protecting vulnerable communities from infectious and vector-borne disease and strengthening agriculture resilience through climate smart practices. The resurgence of Artificial Intelligence (AI) provides an opportunity for PCZ to integrate AI into its electronic data systems to enable efficient measurement of impact, integrated data analytics, case-level reporting, quality reporting and accountability, surveillance, and usage of data for decision making. The existence of corporate social responsibility initiatives and philanthropic funding outside ODA at baseline, such as the CSR project between PCZ and Bayer Germany and the partnership with the Leona and Harry B. Helmsley Charitable Trust offer an opportunity for PCZ to diversify its income base outside the increasingly elusive ODA funding. Other fundraising non-traditional initiatives such as social contracting, social enterprising, crowdfunder funding, domestic financing, and individual donations also provide an opportunity for sustainable financing. Some donors are increasingly pivoting to funding local NGOs for sustainable development.

The strategic plan also considers several threats, including shrinking donor funding and reduced grant amounts, local economic factors such as inflation, interest rates, and exchange rates, and high competition from other local and international organizations. Zambia achieving HIV epidemic control, may lead to reduced funding, particularly from traditional HIV funds such as the United States President's Emergency Plan for AIDS Relief (PEPFAR) and the Global Fund. Social Determinants of Health such as high poverty levels that lead to social and economic exclusion, particularly among women and girls, may lead to increased health threats among the female sub populations and children. Inadequate skilled healthcare workforce and distance to healthcare services, particularly in rural areas, also preclude access to quality healthcare among vulnerable populations.

### Stakeholder engagement.

Stakeholder engagement involve actively engaging all relevant parties in the planning and decision-making processes to ensure their needs, perspectives, and requirements are considered. In the context of developing the strategic plan, this included a four-day strategy seminar with participation from management, program staff, and other employees. Key stakeholders such as donors and the Board were also considered. Additionally, the process took into account the needs of partners and communities, as well as donor requirements, to create a comprehensive and inclusive strategic plan. This approach helps build strong relationships, ensures alignment with stakeholder expectations, and enhances the overall effectiveness and sustainability of the organization's initiatives.

## Introduction

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### Background information

The 2025-2030 PCZ strategic plan is a testament to our unwavering commitment to fostering healthier and more resilient communities throughout Zambia. This plan serves as a roadmap for our efforts to collaborate with families, communities, the government, and the private sector. By leveraging these partnerships, we aim to address critical health issues, empower vulnerable populations, combat hunger, and enhance economic security at both community and family levels. Our strategic plan underscores PCZ's dedication to creating sustainable improvements and safeguarding the well-being of the communities we serve.

### Purpose of the strategic plan

The primary purpose of the 2025-2030 PCZ strategic plan is to outline a comprehensive approach to tackling the multifaceted challenges faced by our communities. By focusing on key areas such as health, empowerment, hunger alleviation, and economic security, we aim to create a holistic framework that addresses the root causes of these issues. This plan is designed to empower vulnerable populations, ensuring they have the resources and support needed to thrive. Through collaborative efforts with various stakeholders, PCZ is committed to driving meaningful change and fostering a brighter future for all Zambians.

### Process of plan development

The development of the 2025-2030 PCZ strategic plan was a collaborative and inclusive process that involved the active participation of all staff and board members. Off-site strategic meetings were organized to facilitate open dialogue and brainstorming sessions, ensuring that diverse perspectives and ideas were considered. These meetings provided a platform for staff and board members to contribute their insights and expertise, fostering a sense of ownership and commitment to the plan's objectives. By engaging all team members in the planning process, PCZ ensured that the strategic plan is not only comprehensive but also reflective of the collective vision and goals of the organization.



Project Concern Zambia was registered in 2019 as a local Zambian independent organization. The formation of PCZ was a culmination of an intentional process by Project Concern International (an American International NGO that operated in Zambia for over 20 years between 1996 and 2020 and now operating as Global Communities) to transition the management of its HIV/AIDS and related health programs in Zambia, once mature, to an independent locally registered entity that is governed and managed by Zambians. PCZ work has focuses on strengthening primary healthcare (PHC) and social protection systems to sustainably support inclusive development, HIV epidemic control, increase access to quality integrated health care and social protection among vulnerable communities and populations. PCZ work also focuses on strengthening community health systems to sustainably address infectious diseases including Tuberculosis, COVID-19/HIV, Hepatitis B, Measles, and other childhood vaccinatable diseases. At baseline of the strategic planning process, PCZ was reaching over 100,000 vulnerable children, adolescents, and women in over 300 communities in 21 districts in five provinces of Zambia including Central, Muchinga, Northern, Southern, and Western.

### **Our mission**

PCZ's mission is to empower vulnerable communities in Zambia to enhance health, end hunger, and overcome hardship.

This mission is achieved through a combination of program initiatives around health, socioeconomic empowerment of vulnerable populations, emergency response to infectious diseases and climate change threats, and integrated electronic data systems and analytics., PCZ aims to create a sustainable and supportive environment for the most vulnerable populations in Zambia.

### **Our vision**

PCZ envisions a Zambia in which the most vulnerable people will have the power to lift themselves out of poverty and create vital, healthy lives for their families and communities now and for the future.

This vision emphasizes the importance of self-sufficiency and resilience, aiming to empower individuals and communities to take control of their own destinies. By focusing on inclusive sustainable development, PCZ seeks to ensure that improvements in health and economic stability among the most vulnerable populations in Zambia are long-lasting and impactful.

#### **Empowerment and Self-Sufficiency**

- PCZ aims to provide the tools, resources, and support necessary for individuals to become self-reliant. This includes access to healthcare, and socioeconomic opportunities that enable people to improve their own lives and those of their families.

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

- A key component of this vision is to ensure that all vulnerable populations have access to quality healthcare services. This includes preventive care, treatment for diseases, with a focus on infectious diseases, and support for maternal and child health. By improving health outcomes, PCZ helps communities become more resilient and capable of overcoming challenges.

#### **Socioeconomic Stability:**

- By promoting socioeconomic stability through initiatives such as market-linked savings groups and partnerships with the public and private sectors, PCZ helps communities build a solid economic foundation. This stability allows families to invest in their futures and break the cycle of poverty.

#### **Community Resilience:**

- PCZ's vision includes building resilient communities that can withstand and recover from adversities such as infectious disease outbreaks, climate change impact on health and food security, economic shocks, and health crises. This

involves strengthening local systems, improving infrastructure, and fostering a sense of community solidarity.

#### **Sustainable Development:**

- The focus on sustainability ensures that the progress made is not temporary but continues to benefit future generations. This includes environmentally sustainable practices, long-term planning, and continuous improvement of programs and initiatives.

By working towards this vision, PCZ aims to create a future where every individual, regardless of their background or circumstances, has the opportunity to lead a healthy, productive, and fulfilling life. This holistic approach ensures that the most vulnerable are not just supported but are empowered to thrive and contribute to the well-being of their communities.

#### **Our core values**

They key principles and beliefs guiding PCZ's actions are; Respect and humility; Integrity, Accountability and Equity.

##### **Respect and Humility**

We believe in treating everyone with dignity and respect, valuing each person's unique contributions and perspectives. Humility allows us to remain open to learning and growth, fostering a collaborative and inclusive environment.

##### **Integrity**

We are committed to honesty and transparency in all our actions. Integrity means doing the right thing, even when no one is watching, and maintaining the highest ethical standards in our work and interactions.

##### **Accountability**

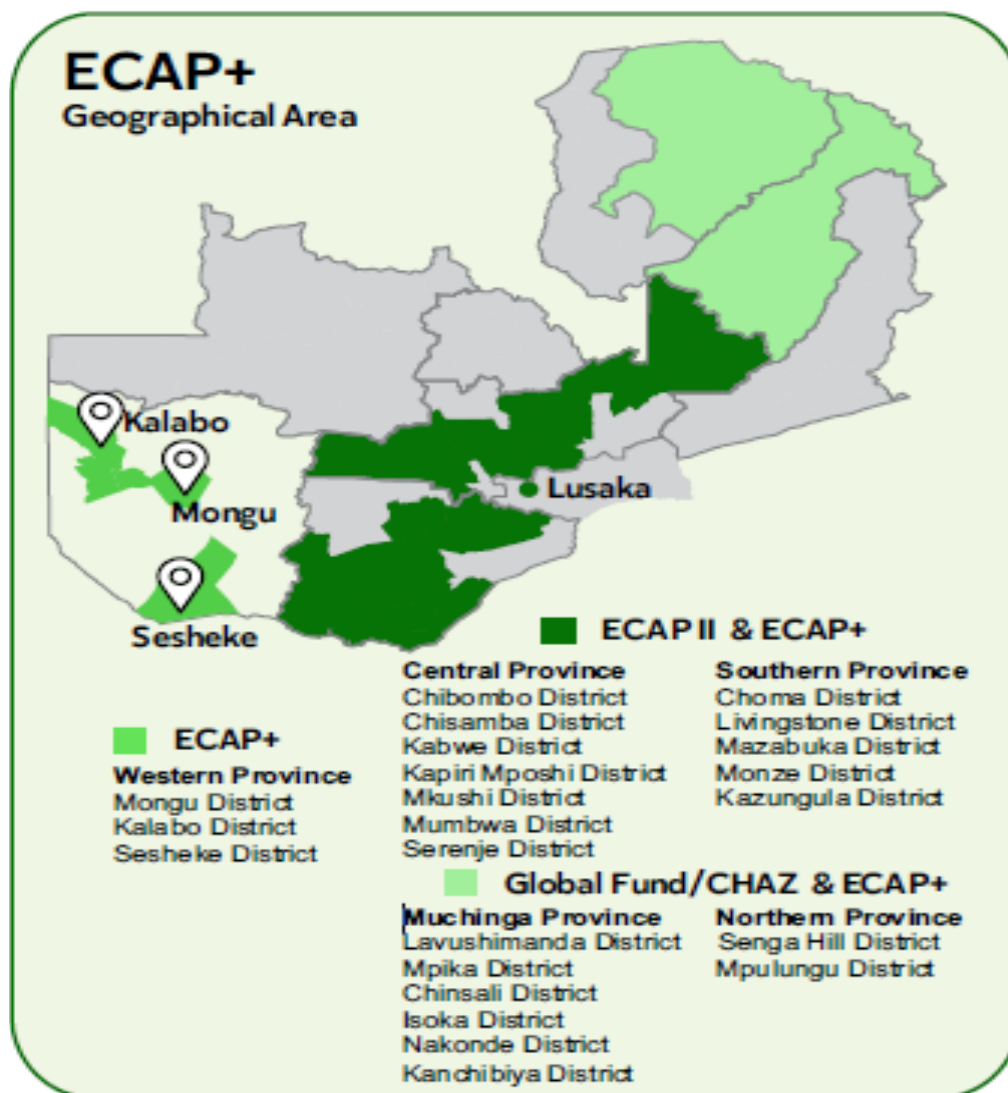
We take responsibility for our actions and decisions, ensuring that we are answerable to our stakeholders, including the communities we serve, our donors, and our partners. Accountability drives us to deliver on our promises and continuously improve our performance.

##### **Equity**

We strive to create fair and just opportunities for all, addressing systemic inequalities and ensuring that everyone, regardless of their background, has access to the resources and support they need to thrive. Equity is at the heart of our mission to promote inclusive development and social justice.

#### **Our footprint**

PCZ works in Central, Southern, Western, Northern and Muchinga Provinces of Zambia covering a total of 27 districts.





## Situation analysis

### Internal analysis

Internally PCZ boasts of strong systems, experienced personnel, and extensive collaboration with government and stakeholders, but faces challenges such as dependency on a single funding source, lack of infrastructure, and limited program diversity. Other key weaknesses include the fact that the largest source of funding is coming to a close in 2025.

#### Strengths and weaknesses

Strengths	Weaknesses
 <ul style="list-style-type: none"> <li>Strong systems – (Finance, Monitoring and Evaluation (M&amp;E),</li> </ul>	 <ul style="list-style-type: none"> <li>Largely dependent on one funding source (United States Government)</li> <li>Lack infrastructure and asset base</li> </ul>





<p>Human Resources (HR), Program Management, etc.)</p> <ul style="list-style-type: none"> <li>• Experienced in managing multimillion and multiyear donor funds</li> <li>• Experienced and qualified personnel</li> <li>• Good relationships and collaboration with government/line ministries/stakeholders at national, district and community level</li> <li>• Geographic presence (in 5 provinces and 27 districts)</li> <li>• Local NGO with international NGO experience, experienced and qualified personnel, experienced in managing multimillion and multiyear donor funds and strong systems.</li> <li>• Increased sectoral focus to include TB, malaria, immunization, MNCH, infectious disease outbreak and threats control, and community disease surveillance</li> <li>• Experience in successfully strengthening community primary health and social protection systems to support inclusive development</li> <li>• Availability of the Empowered Children and Adolescents Program (ECAP): Platforms for integrated community case management programs</li> <li>• Usage of electronic data systems that foster case-level reporting, timely data analysis, impact measurement, and usage of data for decision making</li> </ul>	<ul style="list-style-type: none"> <li>• Lack a business development unit</li> <li>• Lack a diverse fundraising and business model</li> <li>• Weak organization brand presence and visibility in the private public sector</li> <li>• Geographical presence only in Zambia limits opportunity for economies of scale</li> <li>• Reliance on paper-based systems for financial, procurement and administrative processes</li> <li>• Corporate governance structure with insufficient skills to support resource mobilization</li> <li>• Inadequate human resource skillset to manage diverse programs (e.g. climate change and infectious disease outbreak response)</li> <li>• Inadequate in-house programmers to help PCZ manage a robust electronic data management system (database developers and managers)</li> <li>• Small core PCZ team to sustain the operations of PCZ beyond traditional donor funding</li> <li>• Organization experience is largely in health sector</li> <li>• Untapped potential to leverage current health program platforms to integrate an all-encompassing MNCH program</li> </ul>
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### External analysis

PCZ has opportunities in leveraging favorable government policies, new funding avenues, and donor preferences for local NGOs, but faces threats from shrinking donor funds, economic challenges, and high competition.

Opportunities and threats

PCZ's key opportunities and threats include the following:

<p><b>Opportunities</b></p> 	<p><b>Threats</b></p>  <ul style="list-style-type: none"> <li>• Shrinking donor and ODA funding</li> </ul>
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<ul style="list-style-type: none"> <li>• Good government policies (e.g. UHC, Social Protection, and decentralization)</li> <li>• New funding opportunities with emerging issues such as AI integration into data systems and global health security</li> <li>• Existence of social corporate responsibility (CSR) and philanthropic funded programs in PCZ (Bayer CSR and Helmsley Foundation) provide an opportunity for diversifying the funding base</li> <li>• Government Social Protection programs that provide an opportunity for PCZ to go into Social Contracting as a business model and diversify to domestic funding</li> <li>• Current PCZ programs that align to local and international government policies</li> <li>• Donor shift with preference for local NGOs to build sustainable, local capacity</li> <li>• Strategic partnerships with crowd-source funding networks such as GlobalGiving</li> </ul>	<ul style="list-style-type: none"> <li>• Economic factors such as inflation, interest rates and exchange rates</li> <li>• High competition from other local and international organizations</li> <li>• Zambia achieving HIV epidemic control will lead to reduced HIV funding/shifting donor focus</li> <li>• Infectious disease outbreaks and threats</li> <li>• High maternal and infant mortality rates in Zambia</li> <li>• Social determinants of health such as poverty, increasing women and girls vulnerability to HIV and sexually transmitted illnesses (STIs)</li> <li>• Climate change impact on health and food security</li> <li>• Inadequate skilled healthcare workforce and long distance to quality health services affect women and children access to quality health services</li> </ul>
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## Mitigation Strategies for Weaknesses and Threats

### Weaknesses

To effectively mitigate these weaknesses, PCZ will implement a multifaceted strategy that includes the following:

#### **Largely dependent on one funding source (USG):**

- Diversify funding outside traditional ODA by applying for philanthropic and CSR grants and integrating innovative business models such as social enterprise, social contracting, and crowdfunding campaigns

#### **Lack infrastructure and asset base:**

- Partner with organizations, including International NGOs (INGOs) with similar values as PCZ to share resources and infrastructure
- Apply for grants specifically aimed at building infrastructure and acquiring assets

#### **Lack of a business development unit:**

- Establish a full-time business development unit focused on identifying new funding opportunities and partnerships
- Train existing staff or hire professionals with expertise in business development

#### **Weak organization brand and visibility with private sector stakeholders and potential partners:**

- Invest in marketing and public relations to enhance PCZ's brand visibility

- Utilize PCZ website, social media platforms, newsletters, and community events to increase awareness and engagement.

**Align risk management policy to the strategic plan**

- Update the risk management policy to ensure it is a comprehensive risk management plan that includes regular assessments and mitigation strategies and benchmarked to the Strategic Plan
- Train staff on risk management practices and establish a risk management committee, aligned to the board risk management committee

**Geographical presence only in Zambia:**

- Explore opportunities to expand PCZ's programs to Southern Africa region
- Partner with international and regional organizations to extend PCZ's reach
- Rebrand to "Project Concern Africa"

**Lack electronic business system (reliance on paper-based systems for financial, procurement and administrative processes):**

- Invest in digital transformation by implementing electronic business systems and databases
- Seek funding or in-kind donations for technology upgrades.

**Corporate governance structure with insufficient skills to support resource mobilization:**

- Provide training for board members and staff on resource mobilization and governance best practices.
- Recruit board members with expertise in fundraising and strategic planning.

**Inadequate human resource skillset to manage diverse programs:**

- Offer professional development and training opportunities for staff to build their skills in areas like infectious disease outbreak prevention and climate change
- Hire specialists or consultants to fill skill gaps

**Inadequate in-house programmers to manage a robust electronic data management system:**

- Partners with local and international tech organizations or universities to access skilled programmers
- Offer internships or volunteer opportunities to attract tech talent.

**Small core team:**

- Expand PCZ's volunteer base to support core activities
- Diversify income base to raise unrestricted funding to hire and retain additional core staff

**Organization experience is largely in health sector:**

- Leverage PCZ's health sector experience to build credibility in new program areas
- Partner with organizations that have expertise in other sectors

**Limited programs focusing on women and young women entrepreneurship:**

- Increase the number of programs that specifically target women and young women entrepreneurship
- Leverage the PCZ Women Empowered Savings Group Program to integrate value addition and market linkage initiatives to enhance wealth creation among women
- Collaborate with organizations and donors that focus on women entrepreneurship

**Inadequate women and child health-specific programs:**

- Integrate programs that address women and child health issues such as maternal and child health (MNCH) and Adolescents and Young People (AYP) initiatives, leveraging the community and health facility case management programs
- Partner with organizations and the private sector experienced in MNCH programming to implement these programs

**Inadequate programs to specifically address infectious disease outbreaks:**

- Strengthen partnership with the Zambia National Public Health Institute (ZNPHI) and position PCZ as one of the local organizations supporting national infectious disease surveillance programs
- Strategically mobilize resources to support the government to strengthen resilient and functional public health systems, including automated data systems, to effectively prevent, detect and respond to health threats

**Electronic data systems are not scaled to all geographic areas and not updated to include AI and data analytics:**

- Scale up the community electronic case management system to all geographic areas to enable case level reporting, timely impact measurement and usage of data for decision making, and surveillance
- Integrate AI and data analytics into the community case management system to enable enhanced quality data analysis

**Shrinking Donor Funding/Reduced Grant Amounts:**

- Diversify funding sources by seeking grants from multiple donors, including private foundations, philanthropies, corporate sponsors, and other ODA funding such as European Union, German Corporation for International Cooperation (GIZ)
- Develop a robust fundraising strategy that includes crowdfunding and social enterprise initiatives

**Economic Factors (Inflation, Interest Rates, Exchange Rates):**

- Implement financial management practices to hedge against economic volatility, such as maintaining reserves and diversifying investments
- Regularly review and adjust budgets to account for economic changes

**High Competition from Other Organizations:**

- Differentiate PCZ's unique models by highlighting unique strengths and successful outcomes
- Build strategic partnerships and coalitions to enhance PCZ's competitive edge and share resources.

**Reduced Funding Due to HIV Epidemic Control:**

- Expand program focus, to include other pressing health issues and emerging diseases
- Highlight the ongoing need for HIV-related services and the importance of sustaining gains made in epidemic control

**Climate Change Threats:**

- Develop and implement climate resilience strategies, such as climate smart agriculture practices and infectious disease control
- Advocate for and participate in climate change mitigation and adaptation initiatives

**Emerging disease outbreaks:**

- Integrate programs to support the government to detect and respond to disease outbreaks

- Support the government to strengthen resilient and functional public health systems to effectively prevent, detect and respond to health threats

**Inadequate Skilled Healthcare Workforce and Poor Attitude of Health Care Personnel:**

- Support the Ministry of Health by strengthening the capacity of community healthcare workers to provide task shift services in primary healthcare facilities and surrounding communities, leveraging the PCZ case management program

**Distance to Access Quality Health Services:**

- Establish mobile clinics and telehealth services to reach remote and underserved areas.
- Partner with local grassroots organizations to create community health centers closer to those in need.
- Scale up sustainable community Differentiated Service Delivery (DSD) and Decentralized Drug Distribution (DDD) models

## Leveraging Strengths and Opportunities

### Opportunities

To capitalize on these opportunities, PCZ will leverage various initiatives:

**Enabling government health and social protection policies such as Universal Health Coverage and Social Protection and livelihood:**

- Leverage enabling government policies to rapidly scale up PCZ program models such as integrated community and primary healthcare programs, social protection, and livelihood programs
- Foster strategic partnership with government ministries with policies aligned to the PCZ mission, seek social contracting contracts, and widen PCZ income base through domestic financing
- Position PCZ as a reliable partner for delivering social and health services on behalf of government through social contracts

**New Funding Opportunities with Emerging Issues (e.g., Global Health Security, climate change, and AI):**

- Stay informed about emerging issues and funding calls related to emerging opportunities
- Develop proposals and programs that address these emerging issues, highlighting PCZ's organization's capacity and existing program platforms to respond effectively.

**Existence of Social Corporate Responsibilities and Philanthropic Funding (e.g., Bayer CSR and Helmsley Foundation):**

- Leverage the PCZ Bayer CSR project and the Helmsley Foundation-funded ECAP Plus project to engage into more strategic partnership with philanthropies and the private sector with missions and values that align with PCZ missions and values

**Programs that Align to Local and International Government Policies:**



- Continue to ensure PCZ programs are designed to meet both local and international policy priorities
- Highlight this alignment in funding proposals to demonstrate relevance and potential impact

#### **Preference for Local NGOs to Build Sustainable Service Delivery Systems:**

- Emphasize PCZ's local presence and understanding of community needs and systems in funding applications
- Showcase PCZ's commitment to building local capacity and sustainability in PCZ's programs

#### **Crowdsource Funding:**

- Launch crowdfunding campaigns to raise funds for specific projects or initiatives.
- Utilize social media and online platforms to reach a broader audience and engage supporters.

### **Strengths**

To take advantage of these strengths, PCZ will implement the following strategies:

#### **Strong Systems (Finance, M&E, HR, Program Management, etc.):**

- Highlight PCZ's robust systems in funding proposals to demonstrate PCZ's capacity for effective program management and accountability.
- Use these systems to streamline operations and improve efficiency, ensuring high-quality program delivery.

#### **Experienced in Managing Multimillion and Multiyear Donor Funds:**

- Leverage PCZ's track record in managing large-scale funds to attract new donors and secure additional funding.
- Share success stories and case studies that showcase PCZ's experience in successfully managing large scale programs, including impact and scientific evidence

#### **Experienced and Qualified Personnel:**

- Promote PCZ's team's expertise in marketing materials and proposals to build credibility and trust with stakeholders.
- Invest in continuous professional development to keep PCZ's team at the forefront of best practices and innovations.

#### **Good Relationships and Collaboration with Government/Strategic Ministries/Stakeholders:**

- Strengthen and expand these relationships to gain support for new national initiatives and policy advocacy.
- Collaborate on joint projects and leverage government resources to enhance program impact.

#### **Good Relationships and Collaboration with MOH:**

- Build on these relationships to expand community primary healthcare programs and secure funding for initiatives that sustain the primary healthcare system.

- Partner with the Ministry of Health to scale successful programs and share best practices.

#### **Geographic Presence (in 5 Provinces and 27 Districts):**

- Utilize PCZ's extensive geographic reach to implement large-scale programs and attract region-specific funding.
- Leverage PCZ's presence to gather comprehensive data and insights that can inform program design and policy recommendations.
- Leverage PCZ's continued funding from the US government through the State Department to expand into the region.

#### **Local NGO with International NGO Experience:**

- Emphasize PCZ's unique position as a local NGO with international experience to build trust with both local and international donors.
- Leverage PCZ's international experience to adopt best practices and innovative approaches in PCZ's programs.

#### **Increased Sectoral Focus (TB, Malaria, MNCH, Immunization, Pandemic Preparedness, Community Disease Surveillance and Emergency response to infection diseases, and climate change):**

- Develop specialized programs in these areas to address emerging health and development challenges and attract targeted funding.
- Collaborate with other INGOs, global and regional experts to enhance program effectiveness and reach.

#### **Experience in Strengthening Community Public Health and Social Protection Systems:**

- Document and showcase PCZ's success in strengthening integrated community public health and social protection systems to attract funding and partnerships for similar initiatives.
- Leverage PCZ's experience to advocate for inclusive development policies and practices.

#### **Availability of the ECAP Platforms:**

- Utilize the ECAP integrated community case management platforms to enhance program delivery, data management, and stakeholder engagement.
- Promote the use of these platforms to demonstrate PCZ's technological capabilities and innovation.

#### **Other strategies to leverage PCZ strengths**

Collect, document, and publish scientific evidence to show the causal effect relationship between health, wellness and the social determinants of health and use evidence for advocacy in increased domestic funding for integrated health and social care.

#### **Strategic Priorities**

In our commitment to fostering a healthier, more equitable society, we have identified three strategic priorities that will guide our efforts. First, we aim to enhance health among women, children, and adolescents across all life stages, recognizing the unique challenges faced by these sub populations. By focusing on health with emphasis on addressing life threatening infectious

diseases, emergency response to infectious disease, and socioeconomic empowerment, we strive to create a supportive environment for women, children and adolescents to thrive. Second, we seek to improve primary health and social protection systems in vulnerable communities by addressing disparities and ensuring access to essential healthcare and social protection services. Through targeted interventions and community engagement, we aim to uplift those most in need. Lastly, we are dedicated to mitigating hardships resulting from poverty, inequalities, infectious disease threats, and climate change. By tackling these interconnected issues, we aim to build resilient communities and systems capable of overcoming adversity and achieving sustainable development. Together, these strategic priorities form a comprehensive approach to creating a more inclusive and supportive society for all.

### Strategic goals

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#### Goal 1: Improve the wellbeing of women, children and adolescents

PCZ is committed to reduce maternal and neonatal mortality and promote overall well-being for mothers, newborns, children and adolescents. PCZ is also committed to achieving access to sexual and reproductive healthcare, ensuring skilled care during childbirth, providing quality postnatal services, enhancing primary healthcare system capacity through infrastructure and workforce development and strengthening electronic data systems for monitoring and evaluations. Furthermore, PCZ is committed to improving the lives of women, children and adolescents through

increased access to age-appropriate HIV prevention and sexual reproductive health services; increased access to primary, secondary school and tertiary education; increased access to age-appropriate economic strengthening interventions; and prevention of gender-based violence and increased linkage to post violence health care and legal services.



## Objectives

To achieve this goal, the following objectives have been identified:

### Objective 1.1: Provide universal access to sexual and reproductive healthcare

- Provide universal access to sexual and reproductive healthcare, including family planning
- Ensure access to essential obstetric and neonatal care, including management of complications
- Build a continuum of care from home to primary and referral healthcare facilities, including community level postpartum care

## Outcomes

- Increased access to sexual and reproductive services among women and adolescent girls and young women (AGYW)
- Reduced maternal mortality rates
- Reduced infant mortality rates
- Increased access to skilled labor, delivery and postpartum services

### Objective 1.2: Strengthen primary healthcare systems

- **Enhance Infrastructure:** Upgrade and increase healthcare facilities for mothers and newborns, such as maternity wards and postnatal care centers.
- **Expand Skilled Workforce:** Train and equip healthcare professionals, including nurses, midwives, safe motherhood action groups, and community case workers with specialized skills in maternal and neonatal care.

- **Improve Financing:** Implement a public private partnership (PPP) model to increase access to maternal health services and reduce out-of-pocket payments.

#### **Outcomes:**

- Increased healthcare facilities including maternity and postnatal care centers for mothers and newborns
- Increased skilled workforce in maternal and neonatal care
- Increased public and private sector partners supporting maternal and neonatal health services

#### **Objective 1.3: Strengthen data systems**

- Integrate into the PCZ electronic case management system metrics to track key health indicators like maternal and infant mortality rates and antenatal care coverage.
- Strengthen health information systems at community and primary healthcare level for monitoring and using MNCH data at all levels.

#### **Outcomes**

- Electronic data systems are in place at community and primary health care levels to measure case level impact in maternal and child health

#### **Objective 1.4: Promote Health and Prevention**

- Integrate nutrition programs, early detection and prevention of diseases like diabetes and hypertension, and support for women experiencing violence.
- Promote mental health and well-being for mothers and children.

#### **Outcomes**

- Nutrition and non-communicable diseases (NCDs), and mental health early detection and prevention programs integrated into MNCH programs and women, infants, and children with malnutrition, NCDs, and mental health are timely identified and reached with health facility-and community-level case management services

### **Goal 2: Enhance the health outcomes of vulnerable communities**

PCZ is working with families, communities, Government primary health and social protection systems to improve health; address social determinants of health; support epidemic control of deadly threats such as HIV, tuberculosis, malaria, measles and other vaccine preventable diseases etc.; prevent and manage acute and chronic malnutrition; and timely prevention, and treatment of cervical cancer and other non-communicable diseases (NCDs).





## Objectives

To enhance the health outcomes of vulnerable communities, PCZ is working with stakeholders to achieve the following objectives:

**Objective 2.1:** Enhance access to quality health services at the primary level.

- Strengthen the capacity of health care workers and community health workers to timely detect diseases including HIV, TB, malaria, malnutrition, and common childhood illnesses and report into the national District Health Information System (DHIS-2)
- Strengthen the capacity of health care workers and community health workers to provide a continuum of integrated case management services at health facility and community levels for diseases including HIV, TB, malaria, malnutrition, and common childhood illnesses

## Outcomes

- Health care workers and community health workers are competently trained to timely detect diseases, including HIV, TB, malaria, malnutrition, and common childhood illnesses and report into DHIS-2
- Health care workers and community health workers are competently trained and are providing a continuum of integrated case management services at health facility and community levels for diseases including HIV, TB, malaria, malnutrition, and common childhood illnesses

**Objective 2.2:** Fortify public health systems at the primary healthcare and community level.

- Integrate and enhance robust electronic data systems to report case level data, timely measure impact and use data for decision-making, and surveillance
- Increase public health financing through innovative PPP models
- Foster a multi-sectoral response to provide a holistic package including health and social protection services

### Outcomes

- Robust electronic data systems are fully integrated into community and primary healthcare programs and are facilitating case level data reporting, timely measurement of impact and usage data for decision-making, and surveillance
- Increased public health financing through innovative PPP models
- A multi-sectoral response in place and fostering the provision of a holistic package including health and social protection services

### Goal 3: Address hardships resulting from poverty, climate change, and infectious disease outbreaks

PCZ supports Zambia's most vulnerable communities to be more resilient to a range of shocks and stresses- from food and economic insecurity to floods, droughts, and infectious disease outbreaks and threats by providing support for people to effectively respond to threats and disasters



### Objectives

To achieve the above goal, PCZ will focus on objectives that aim to increase infectious disease awareness and prevention, enhance disease surveillance systems to improve early detection and rapid response, improve food security, and strengthen economic stability in vulnerable communities by 2030. PCZ will also work with key stakeholders and will focus on enhancing disaster early warning systems, supporting disaster risk mitigation, collaborating with government on climate change management and increasing income diversification capacity.

### **Objective 3.1: Develop sustainable surveillance systems to detect infectious disease outbreaks and threats**

- Roll out electronic Integrated Data Surveillance Systems (eIDRS) developed to all geographic areas to sustainably aid rapid early warning and All-Hazards Preparedness and Response
- Strengthen sub national and community systems to efficiently and sustainably detect high priority threats and emerging epidemics, assess risk, and foster collaborative response across human and animal health sectors
- Integrate data analytics and interoperability to improve data analysis, sharing, and usage for decision-making
- Strengthen capacity of surge workforce and district and community levels in emergency preparedness and response

#### **Outcomes**

- The eIDRS is deployed to all geographic areas and is sustainably aiding rapid early warning and All-Hazards Preparedness and Response
- Sub national and community systems are strengthened and enabling efficient and sustainable detection of high priority threats and emerging epidemics, and fostering collaborative response across human and animal health sectors
- Data analytics and interoperability are integrated into eIDRS and aiding data analysis, sharing, and usage of data for decision-making
- Strengthen capacity of surge workforce and district and community levels in emergency preparedness and response

### **Objective 3.2: Address Climate Change Impact on Health and Food Security**

- **Strengthening Primary healthcare Systems:** Develop and implement plans that integrate climate risk and implement climate-informed surveillance for disease
- Support small holder farmers enrolled in PCZ programs to integrate climate-smart agriculture and sustainable practices.
- Support communities and smallholder farmers to integrate food storage practices and transport that reduce spoilage and waste.
- Implement a PPP model to link small-scale farmers to resilient water systems for irrigation.
- Integrate a behavioral change and communication strategy (BCC) to encourage consumption patterns that reduce environmental impact

#### **Outcomes**

- Climate risk strategies are integrated into community and primary healthcare plans and climate-informed surveillance for disease programs are implemented
- Small holder farmers enrolled in PCZ programs are integrating climate-smart agriculture and sustainable practices.

- Communities and smallholder farmers are integrating food storage practices and transport that reduce spoilage and waste.
- A PPP model is implemented, and small-scale farmers are linked to resilient water systems for irrigation.
- A BCC strategy is in place to encourage consumption patterns that reduce environmental impact

**Objective 3.3:** Strengthen economic stability of households in targeted communities by 2030.

- Identify and support vulnerable households engaged in small scale farming and facilitate their linkage to public and private sectors for support in agricultural mechanization and climate smart farming
- Link vulnerable households to government-supported social protection programs such as Social Cash Transfer (SCT) and Farmers Input and Support (FISP) programs
- Strengthen linkages of PCZ-supported Women Empowered (WE) Saving Groups to public and private sector financing to enable value addition and market linkage for produce borne out of their group and individual income generating activities
- Strengthen financial literacy of WE Savings Group members and their capacity to be banked through private sector engagement

**Outcomes**

- Vulnerable households are identified and engaged in small scale farming, and they are linked to public and private sectors for support in agricultural mechanization and climate smart farming
- Vulnerable households are linked to government-supported social protection programs
- PCZ-supported Women Empowered (WE) Saving Groups are linked to public and private sector financing and they are accessing value addition and market linkage support programs for produce borne out of their group and individual income generating activities
- WE Savings Group members have increased knowledge and skills in financial literacy and they are banked

**Action plan**

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The following Action Plan outlines the specific steps PCZ will take to achieve its strategic goals. This plan details the actions required, assigns responsibilities to ensure accountability, and sets clear timelines and milestones for tracking progress. By implementing this structured approach, PCZ aims to enhance effectiveness and measure success in driving forward its mission.

**Conclusion**

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The 2025-2030 PCZ strategic plan is committed to building healthier and more resilient communities across Zambia. By partnering with families, communities, the government, and the private sector, PCZ aims to tackle critical health issues, empower vulnerable populations, combat hunger, and enhance economic security. The mission is to enable communities to improve health, eliminate hunger, and overcome hardships, envisioning a future where the most vulnerable can lift themselves out of poverty.

Guided by core values of respect, humility, integrity, accountability, and equity, PCZ operates primarily in Central, Southern, Western, Machinga, and Northern Provinces, covering 27 districts. The strategic focus on addressing critical health issues and infectious disease outbreaks and threats, empowering vulnerable populations and communities, combating hunger, and enhancing economic security.

To achieve these goals, PCZ will employ various tactics, such as enhancing health particularly among women and children through comprehensive MNCH programs, socioeconomic stability through socioeconomic empowerment programs and mainly funded through domestic financing from the public and private sectors, infectious disease outbreak prevention and control through strengthened human resource and data systems to detect, report, and respond to outbreaks and threats across human and animal sectors. Additionally, PCZ will continue to strengthen integrated community, primary healthcare and social protection, and will expand into programs aimed at mitigating climate change threats on food securing and health.

Overall, PCZ's comprehensive approach aims to create sustainable improvements and safeguard the well-being of the communities it serves, ensuring a supportive environment for growth and resilience.