

## MISSION STRATEGIC PLAN 2020

### 1. Overview of our Mission

#### 1.1 Introduction and Vision

Luwingu is the Mother House for the Salesian Sisters in Zambia, by then a small village in the middle of nowhere, north west of the country, with no proper roads and no services at all, where life was full of sacrifices and hardships. The small seed beard fruit, giving life to a number of other communities in the Country.

The real “challenge” for Luwingu Community came with its growth as a township and as it keeps on growing aiming to have the dimension of a City, and Center of a very large geographic area, half way on the main road which connects Tanzania to Congo.

The Salesian Sisters in Luwingu felt and feel the need to accompany our people, especially the youths, in a Christian, spiritual and human growth so that they might be ready to meet the challenges linked to this rapid change. Can our people stand their way in completion with people coming from all over the Country with larger financial possibilities and, especially, deeper preparation and experience? Especially our young people need to be accompanied to mature the capacity to give value to their land, their history and their possibilities. We want to be here, for them and with them.

##### 1.1.1 BRIEF HISTORY OF SAINT JOSEPH COMMUNITY LUWINGU

In response to the invitation of his Grace the Archbishop of Kasama, Bishop Elias Mutale and in response to the Project Africa call from the congregation, the Poland F.M.A province sent five Sisters to open our presence in Zambia in 1984.

**On 14.10.1984 our Sisters arrived in Zambia** and they remained in Lusaka with the Salesians who warmly welcomed them. Our first Sisters in Zambia were: Sr Blecharczyk Stefania, Sr Lapinska Zofia, Sr Kuzminska Krystyna, Sr Piejko Rzysharda and Sr Domaleska Maria.

On 19.10.84, the Provincial, Sr. Teresa Czekala arrived as well, and, on the very day, she proceeded to Luwingu with Sr Krystyna, escorted by the Salesians. They remained in Luwingu till the 23<sup>rd</sup> of October. On the 24<sup>th</sup>, they returned to Lusaka where they started learning the Bemba Language, with the Salesians.

On the 9<sup>th</sup> of November 1984, our Sisters left Lusaka for Ilondola and were escorted by a Salesian cooperator Mr. Czeslaw and Fr. Cichechi S.D.B. In Ilondola the White Fathers welcomed them. On 10<sup>th</sup> December 1984 our Sisters travelled to Kasama to meet the Archbishop but, as he was not around, they met the Vicar General and the Secretary. The Sisters had to leave the letter to say they had arrived in Zambia and on the same day they proceeded to Luwingu. The next day, the Sisters visited Ipusukilo to meet the Sisters of the Child Jesus. Back to Luwingu, they attended Mass at the Parish and were welcomed by the Parish Community. After that, they returned to Ilondola.

On 14<sup>th</sup> January 1985, all our Sisters received their Zambian Identity card, for the Zambian Citizenship. However, on 1<sup>st</sup> February 1985, the Sisters received the letter from the Archbishop presenting to the Sisters different communities where they would go to stay after the Bemba Course, and that was on the 29<sup>th</sup> March 1985. On that day, our Sisters celebrated their Gratitude

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day in Ilondola and the next day they visited the various communities of the Sisters that were already in the Diocese.

On the 21<sup>st</sup> May 1985, Sr Krystyna had her first encounter with the Archbishop and they discussed the idea of enrolling new girls to join the congregation. Therefore, on the 7<sup>th</sup> July the Sisters participated in the first vocation promotion meeting in Kasama and Luwingu.

Sr Ryszarda and Sr Krystyna attended a priestly ordination in Mukupa Kaoma on the 4<sup>th</sup> August 1985. On the 23<sup>rd</sup> August they received their car for the apostolate and, on the 15<sup>th</sup> October 1985 the Sisters celebrated their anniversary of their presence in Zambia.

On 8<sup>th</sup> December 1985 the first Mass was celebrated in the unfinished house and, on the 15<sup>th</sup> of December, the Provincial, Sr. Teresa Czekala arrived in Zambia for the second visit. On her way back, she passed through Kasama to meet the Archbishop and sign the agreement.

On the 13<sup>th</sup> of January 1986, Sr Zofia started teaching Religious Education at Luwingu High School. On the 17<sup>th</sup> March Sr Krystyna moved into the new house (still under construction), as she was given all the keys for the house. Finally, on the 19<sup>th</sup> March 1986, the five Sisters came to form the community which was officially opened under the patronage of Saint Joseph.

### **1.2 CURRENT PROFILE AND WORK OF THE MISSION**

#### **1.2.1 Institutions / projects / services offered, including number of beneficiaries of each**

##### **1.2.1.1 COMMUNITY - SISTERS' HOUSE**

We consider it as the physical part of our community life. The house needs some urgent renovations in order to make it more practical and to make life more conducive (e.g. accessibility to the Chapel; kitchen set up...)

There is a sketch from a British architect that could be of help.

Also, the fencing wall needs to be repaired and reinforced, since pieces are falling down on its own, from time to time.

##### **1.2.1.2 SCHOOL**

The School is offering some challenges such as unsuitable premises at Pre-School level, once it was originally built for Women's Groups. In our **Pre-School**, 35 learners are enrolled; this is the class before Grade one. Our Primary School offers formal education up to Grade seven and enrolls 536 learners, with nine teachers.

At Primary level, apart from classroom renovations, more furniture is needed and the playground does not exist at all. The Hall needs urgent attention and the school entrance should offer more dignity and security.

The **Secondary School** enrolls 328 learners and has sixteen teachers and there is a need for a long-term master plan. At High School level, since there is an upgrading of the school, it is urgent to accommodate Grade 12 for next year (parents are already contributing for a 1 by 3 building). It would be necessary a full site plan for the future, for two streams, as follows:

- Junior Secondary (8-9): 2 streams, that is 4 classrooms;

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- Senior Secondary (10-12): 3 streams (1 more so to allow young Catholic people joining from other schools), that is 9 classrooms;
- Science Lab
- Computer Lab
- Library
- Home Economics, which is very expensive but it gives students also a skill for their future;
- Offices, staff room, departments (teaching material and sharing among area teachers), Guidance Teacher, Senior Teacher; storages...

The existing school area would not accommodate both schools so, possibly, the Primary School could remain where it is, while the High School should be moved to Bama, where there is a large piece of land of 25 ha (500 x 500 = 250,000m<sup>2</sup>)

We also have four **university students** under our care, with support and assistance.

### 1.2.1.3 WOMEN'S GROUPS

To uplift a woman is to uplift humanity and this is at the heart of our Congregation.

The **Women's Groups** offer formation, health-care, development of skills to suit their current needs and to make them self-sustainable (e.g. Domestic trafficking...). The women that take part in this project are 700 from different women clubs.

We need a strategy to achieve the main needs, like Shelters, Transport, Materials.

There are a few places where we work with the women of our community:

**Lupili or Burma:** the first place we started working with women, since 2009. The land was donated in 2004 to the Salesian Sisters, in commemoration of the 40 years of the Independence of Zambia. In 2012, with the help of donors (Hilton Sisters) a shed was partially built, for storage. It would be great and much needed to complete it also for meetings and activities.

**Masala** is a 7-hectare land, donated to the Sisters in 2005/2006, we see it as ideal for a farm for different birds, where women could learn about them, buy and sell and so improve their own poultries with different birds and hence, their economic situation. It would be necessary to fence the place. It's not difficult to dream of some sport facilities there, as well, for the women.

**Lima** place is a 3-hectare land and one house which was meant to make people grow spiritually, away from noise and daily activities, for conferences, etc... as a spirituality centre. Clean water is needed, there. This is a beautiful green area, just about five minutes-walk from a water stream.

**Nachaiteka.** Land right by the road side, next to the filling station: Women paid 10,000 kwachas for that land, which was quite big before it was taken by the Council for the filling station. The place was meant for a shop, since there are no shops in the area.

In most places we gather under the tree. In case of rain, the prayer leader opens for us the local church building. It would be good if women would make bricks and we could manage to help providing iron sheets for shelters.

**Mazzarello Group.** Under the Women's Groups, there is a special group taking care of orphans: the **MAZZARELLO OVC/OVY FARM (Orphans and Vulnerable Children) and (Orphans and Vulnerable Youth)**, a group that has its origin from the first polish sponsorships that catered for the children from St Peter Parish. Among the conditions that children on the sponsorship were to fulfill, one was to contribute something towards the mission, and even the ones living in the nearby villages were given duties like cleaning the surroundings of the mission. This would help them to look at the community needs and assume responsibility. As for those from the far distant villages, they were asked to bring beans or groundnuts according to their levels such as: grade 1-6=1 gallon; grade 7-8=2gallons; grade 9-10=3gallons; grade 11-12=6gallons. Some were managing to bring and the Sister in charge of the program was storing it and giving to the most vulnerable for feeding or in time of cultivation to give them seed for planting. It was just to make them understand the value of their participation. In one of the villages most of the children were under the care of old and vulnerable grand parents due to high HIV mortality. The children themselves asked the Sisters to be helped with seed so that they could have a group field and bring the contribution as a group. And so the group started and children were so committed and helpful. One day, the older children came with a small constitution drafted by themselves. On it, the name of their group was written 'Mazzarello Orphan Club'. To the question why they had chosen that name, they said: 'without her, you, Sisters wouldn't be here to help us. So she is our mother and we want her to be our patron'. It was a touching experience. They came to know Mary Mazzarello's life because at each gathering, this great woman and saint, who worked in the field, was put as an encouraging model to them. Since the group had no stable land, every year they had to move from one place to the other. So, we decided to acquire a customary land. With hard working women and the children, we fundraised enough to get the land from the Headman of Masala Village.

In 2012, the Sister in charge of the Women's Groups, was asked by the District Youth Office to recommend valuable youth groups that could benefit from youth empowerment loans and grants. A project was written for the Mazzarello Club for a grant to venture in livestock. The grant was given and we bought 4 cows, 4 pigs and 4 goates. The children were in charge of the pigs and goats and the cows were being kept by someone, until some animal shelters were built. But we budgeted like villagers and the project could not be completed: 40 iron sheets are still kept in the womens' shed waiting for a helping hand. The aim of the project was to continue but the polish sponsorship cannot help this project any more. We are happy that at least some of the children have been managing to benefit: at least one is in college, one in grade 12, one in grade 11 and two in grade 9. Some orphans supported by Women's Group, at the moment of gathering crops, manage to purchase notebooks, uniforms, etc.

#### **1.2.1.4 VALPONASCA LEARNING FARM (VLF)**

A wonderful and huge place and an even greater mission in need of a Master plan for its enormous potential: vegetables, various and continuous productions, educational sector, staff areas, Farmers Training Spaces, Agriculture College/School, accommodation for some workers and volunteers, etc. The **VLF** offers formal education, spiritual formation, professional training and skills to 529 community farmers that want to learn and so improve their families' income. It also offers formal training on General Agriculture and it has the potential to be a source of income generation for self-sustainability and for the mission.

### **1.2.1.5 YOUTH**

Integral formation of the youth: human, spiritual, professional, at school and at Parish level.  
To offer retreats at Lima, where young people can avoid being distracted from Luwingu market, etc.

**1.2.1.6 ADOPTION** is a project for the support of vulnerable children through a sponsorship from Poland, mainly for Don Bosco school. The beneficiaries are all the school children - about 912 - since it supports the Feeding program and all are fed. They also support some school fees, being four learners from Don Bosco school and nineteen from our Pre-School.

### **1.2.2 Number of Sisters and their vocations and/or skills**

Five Sisters carry out this vast mission, being Sr Agness MUKOMA the animator and general coordinator, as well as Head Teacher at Don Bosco School. Sr. Elisa Tonello is the head and coordinator of the VLF and Sr. Donna Mwale is in charge of production, selling the products and the accounts, at the same farm; at Pastoral level, she also works in the Youth Ministry. Sr Marie Claire Mwenya with all her experience, is responsible for the Women's' Clubs as well as for Lay groups at the Parish; Sr Helen Kalesu is teaching at the Primary School and is in charge of the Youth Ministry and Vocational Pastoral.

### **1.2.3 Active lay co-workers and volunteers and what they do**

We have two teachers in the Pre-School.

Two lay people for both Primary and High School cook for the learners.

We have 2 male volunteers from Italy working with Sr. Marie Claire with Women Programs for a year. They came in February 2020.

### **1.2.4 Partner Organisations**

- Minister of General Education: partner in Education
- Home Affair: Women's' Club
- Minister of Agriculture
- Catholic Church
- Catholic Women's' Organisation
- Charles: children consociation
- Mission Procure, Poland
- Vides (Salesian International Volunteers Association)
- Miseen Cara (donor)

### **1.2.5 Key assets**

The Community House belongs to the Diocese and is used for free.

The Schools have been constructed by the Sisters but the land belongs to the Diocese and is used for free.

Two Vehicles belong to the Community, being one of them used for the Women Programs.

In the Valponasca Learning Farm, we have a big shed where there is a small office, a small kitchen, a storage and the big area for lessons.

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There is a piggery with 185 pigs; there are 49 cows, and there are two poultries with 7000 chickens. The farm has 1 old bus (not working), 1 small light truck, 2 big trucks, 1 jeep Pajero, and 3 tractors.

### 1.3 OPERATING ENVIRONMENT

*- Key features of the area / community or communities in which you operate:*

Luwingu is in a deep but growing rural area with subsistence farming. The population is about 10000 in number, good people but most of them living on a daily income. There is good rain fall which makes the place green, productive and beautiful.

- Other Local providers or similar or related services

✓ There are some public and private schools in Luwingu, such as:

PRIMARY PUBLIC SCHOOLS = 107

SECONDARY PUBLIC SCHOOLS = 12

PRIMARY PRIVATE SCHOOLS = 4

SECONDARY PRIVATE SCHOOLS = 3

### 1.4 STRATEGIC PLANNING PROCESS

This process started with the presentation and awareness from the Development Office in workshops with all the Sisters in Zambia. Then, we had local meetings at community level and a lot of analysis and deep look into our mission as it is now and how we see its future.

## 2. MISSION SWOT ANALYSIS

### Strengths

- The Sisters are the strength number one, since we are the ones to carry out our mission;
- Spiritual strength, without with we are just women in veils;
- The history of the mission: people trust and appreciate the Salesian Sisters in Luwingu, what they have done, their dedication to people, their commitment;
- The charism, which guides us on the footsteps of Don Bosco and Mother Mazzarello;
- Collaborators, human resources, people who help us to deliver our charisma;
- Young people, who help us to develop, express, deliver the richness of our charisma;
- Luwingu people have seen the contribution of the Salesian Sisters on the upgrading of the young people, especially the poorest, and therefore they have been collaborating to the growth of our pastoral experience and they are ready at the present moment to give their contribution to the construction of a block for the High School;
- The farm: farmers believe in what is happening and therefore many farmers' groups started forming and many more are coming up. This means self-sustainability for many families;
- There are plenty of pieces of land, scattered here and there around;
- Good rain-fall in Luwingu;
- Our pastoral presence is touching the key points of the life of people in Luwingu: education and farming. Education prepares them for the future; farming means their daily sustainability.

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- Our life, based in God, help us to be spiritual mothers: our very being and our spiritual life is the key of our presence;
- Good health is a strength;
- Good collaboration with Government Officers;

### **Weaknesses**

- Lack of sufficient infrastructures and facilities, to properly run educational programmes;
- Existing infrastructure and facilities are below standards;
- Playgrounds for children are not enough;
- Lack of knowledge and skills on the side of people collaborating with us;
- Young people growing with us, are ready to understand our charisma, but many people find it difficult to grasp not until we form them;
- **Honesty is not guaranteed and is missing, sometimes, due to poverty and lack of efficient monitoring systems.**
- **Lack of common financial guidelines or accounting procedure, to evaluate how we are handling money;**
- Fear to make mistakes do not help people to progresses;
- When people are questioned or challenged, they feel attacked and therefore they feel blocked;
- As usual in our communities, we do not have enough funds to cover the needs but, with the little we have, we still lack planning capacities to accomplish something, just with what we have;

### **Opportunities**

- We could reach many more young people, just we could be given the opportunity;
- Many young people drop school: we could have the possibility of gathering and train them;
- There are so many young people, who are not going to school: in all communities in Zambia, we just started, in garages and under the tree, with literacy programmes. We cannot lose the track, and the spirit is rich and is a great opportunity. We were born with Literacy Children. We need to make sure that we can give an answer to the need of the poorest of these children.
- Women are the key and, if given opportunity, many lives would be saved; if they were given means of transport, they could have more formation and enrich the community.

### **Threats**

- Financial constraints, which might crush programmes before they become self-sustainable;
- Parents and people we are working with, are struggling to pay even the little we are requesting;
- Transport is a huge challenge: the place is there, but there are no facilities for people coming from far;
- Drinking habits, and no will for stop drinking;
- Lack of healthy recreational opportunities;
- Drug opportunities are easily available to young people;

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- Teachers are demoralised, they are tired to correct the children; we are motivating them locally, but Country wide they are working under very frustrating conditions, they do not have increments, they must take loans;

### 3. VISION

To reach the intended goal of formation, education, evangelisation

To educate good Christians and upright citizens

To see that we work together with our collaborators in order to respond to the needs of the people around us (Lunte, Luwingu, Lupososhi), to give them education so that they may become good Christians and upright citizens.

#### Long term:

- To separate our Primary and Secondary Schools and to have Literacy programs running;
- To create a conducive environment for the youth, thanks to youth recreational facilities;
- To become the reference point for the young people in Luwingu and surroundings, a guide and supports for their fully integrated growth;
- To have proper accommodation and classrooms for the agriculture school (College with Laboratories);
- To realise the poultry farm for the women;
- To develop Lima as a Spiritual Center;
- To have a gathering shelter wherever there are women clubs, especially in the clubs where there are no centers;
- To see our house renovated;
- To ensure transport for the Community to the mission;

### 4. GUIDING IMAGE FOR 2023 + 2026

#### By the end of 2023

- A structure for the Primary School
- Construction of the Agriculture College at the farm, comprising of boarding facilities
- Facilities for few workers at the farm
- Growth for the poultry farm
- Spiritual Center in Lima
- Renovation for the Sisters' House

#### By the end of 2026

- Construction of Secondary School

### 5. OUR GOALS (3 to 5 achievable Goals we plan to achieve by end 2023)

#### Goal 1. SCHOOL

- ❖ 1 by 3 Classroom block by 2023



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- ❖ A full secondary school by 2026 in Bama, at the SHED

### How

- Writing projects to Vides and other organizations
- Local contributions from parents of the learners.
- The involvement of our partners (Ministry of General Education and Lay collaborators)
- An additional Sister in the Mission

## OBJECTIVE

By the end of 2021 the projects should be written and funds should start coming in already.

- The 1 by 3 classroom block should be realized.

## Goal 2. **WOMEN'S CLUBS**

- ❖ A poultry farm for the women to learn skills and implement them, for their own survival.
- ❖ A Spirituality Centre by 2023 at Lima
- ❖ Water and sanitation improvement (short term)
- ❖ To finish well the shed (short term) in Lupili
- ❖ Introduction of literacy classes for women
- ❖ Accommodation for the meetings and transport. (long term)
- ❖ Recreation facilities (long term)
- ❖ To put in place a more efficient accounting and monitoring system, involving the local people in management responsibilities as well.

### HOW

- Writing projects to different organizations and government.
- Contribution of cheap, unskilled labour
- Involvement of the women themselves as a local contribution
- With the help of the FMA Development Office, Design Accounting Manual and Procedures system and implement it in all our sectors and to involve community members as management agents, as well.
- Try to compensate our collaborators with some incentive in money or in kind, as to lessen the high temptation of stealing, mostly when a new Sister takes over.
- Careful update of the Inventory, involving the local leaders in management and checking it frequently.
- To implement and follow the Congregation Financial Guidelines, with the help of the Provincial Bursar.

## OBJECTIVES

Goal 2 – by the end of August 2020 the poultry farm projects for the women should be drafted.

- By the end of October 2020, the project for the Spirituality centre should be written as well as for water and sanitation.
- By the end of 2021 the projects for the accommodation should be written

**Goal 3 - VALPONASCA LEARNING FARM (VLF)**

Sub-Goal 1

**JOURNEY WITH THE MHC FARMERS' GROUPS, SO TO ACCOMPANY THEM TO MATURE THEIR CHRISTIAN LIFE AND IMPROVE THEIR SKILLS**

- Build some classrooms, dormitories, an office, storage, a kitchen for meetings, workshops and professional training
- Register the MHC Farmers' Groups as Cooperative;
- Organise them for SILC programmes within the Groups themselves, in a micro- finance activity which allows people to do money servings. They borrow/lend money and it adds interest in giving back.

Sub-Goal 2

**ENSURE CHRISTIAN FORMATION AND GOOD PROFESSIONAL TRAINING TO YOUNG PEOPLE, ESPECIALLY THE ONES FROM LUWINGU AND SURROUNDINGS**

- Building of structure for running Professional Training in General Agriculture under TEVETA
- Ensure accommodation for the young people coming from far away
- Ensure some classrooms for remedial classes for young people of the area who, while getting some practical training, might also improve their academic requirements
- Upgrade the Professional Training to College Level
- Provide facilities for teachers
- Transport

Sub-Goal 3

**ENSURE THAT VLF MIGHT BE FURNISHED WITH ALL REQUIRED TOOLS TO RUN ITS PROGRAMMES**

- Organise the Meat processing structure;
- Organise the Oil procession structure;
- Organise the workshop (mechanics);
- Build a structure for the ruminants (cows and goats)
- Provide facilities for workers
- Provide a shelter for vehicles and equipment
- Ensure the construction of a bridge on the Mfuba river
- Repair the gravel road leading to the farm

HOW

- Fundraising through the farm products
- Donor support
- Writing of projects to different organizations and government
- Local contributions

**OBJECTIVES**

Goal 3 - By the end of 2020 the plan and the bill of quantities should be ready by the Community and the Development Office, for Valponasca Learning Farm.

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Goal 4 – **COMMUNITY**

- ❖ Renovation of the Community house

Goal 5 – Fundraising, resource mobilization

## **OBJECTIVES**

By the end of July, the Community house will start the poultry project.