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Citizens' Collective Actions for Social Justice

ABRIDGED COUNTRY STRATEGY PLAN
2018-2023

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Abridged Country Strategy Plan 2018-2023

ActionAid Zimbabwe (AAZ) is an International Non-Governmental Organization (INGO) that is locally registered as a Private Voluntary Organisation in Zimbabwe. Since the establishment of its programmes in 2003, the organisation remains grounded in the communities from which it derives its mandate, with a geographical footprint embedded in its nine Local Rights Programme (LRP) areas. While predominantly rural, AAZ has had development activities in urban areas as well. In line with the ActionAid International partnership policy, AAZ defines itself as an independent organization that takes sides with the people living in poverty and works in partnership with local Community Based Organisations (CBOs), national and international Non-Governmental Organizations (NGOs), Civil Society Organisations (CSOs), various tiers of government, and other like-minded organisations in and outside Zimbabwe.

Vision:
A just, equitable and sustainable Zimbabwe in which every person enjoys the right to a life of dignity, freedom from poverty and all forms of oppression.

Mission:
To work with people living in poverty and exclusion in Zimbabwe to achieve social justice, poverty eradication and gender equality.

Our Values:

- **Mutual Respect:** requiring us to recognize the innate worth of all people and the value of diversity.
- **Equity and Justice:** requiring us to ensure the realization of our vision for everyone, irrespective of gender, sexual orientation and gender identity, race, ethnicity, caste, class, age, HIV status, disability, location and religion.
- **Integrity:** requiring us to be honest, transparent and accountable at all levels for the effectiveness of our actions and our use of resources and open in our judgements and communications with others.
- **Solidarity with people living in poverty:** lack of power and exclusion will be the only bias in our commitment to the fight against poverty, injustice, and gender inequality.
- **Courage of Conviction:** requiring us to be creative and radical, bold and innovative – without fear of failure - in pursuit of making the greatest possible impact on the causes of poverty, injustice, and gender inequality.
- **Independence:** from any religious or party-political affiliation.
- **Humility:** recognizing that we are part of a wider alliance against poverty and injustice.

Who we will work with:

People living in poverty, vulnerable and excluded social groups i.e. women, children, youth, people with disability, people living with HIV and AIDS and key populations in rural, peri-urban and poor urban communities in Zimbabwe. We will support their voice and agency and strengthen their leadership and engagement in people's organisations, as well as national, regional and global policy spaces. AAZ will work to address intersecting inequalities in gender, income, location, disability, age, race, caste, ethnicity, class, sexual orientation and gender identity that exacerbate poverty and exclusion.

Our Programme Approach

Human Rights Based Approach (HRBA): Relying on the three pillars of Empowerment, Solidarity and Campaigning, AAZ will continue to assert that basic needs are fundamental rights and we will model sustainable alternatives for basic service delivery only in ways that strengthen the rights holders' agency to assert their rights and make duty bearers accountable. The Campaign pillar will support progressive changes to public attitudes and behaviours whereas the Engagement facet will support cost-effective innovation in the areas of forward-looking agroecology for the benefit of small-holder farmers.

Advancing women's and youth rights: We recognise that women and youth living in poverty face the brunt of marginalisation and deprivation on the socioeconomic and political planes. Based on its transformative feminist leadership ethos, AAZ will work with young women's movements, women's movements and feminist organisations to address the structural causes of violence against women. This will include the intersections between patriarchy, economic empowerment, unequal access to power and resources, socially constructed norms and a failed economic model which devalues, and exploits women paid and unpaid labour. The AAZ women's rights approach will have a strong economic justice element to it. We will invest in building women's and girls' leadership, youth engagement and expanding their influence in leading change in their private and public lives.

Building collective power through partnerships and collaborations: We will contribute towards building collective pushback and innovative capacities to combat poverty through broad alliances and solidarity between communities, people's organisations, social movements and other allies. We will together across geographic boundaries advance the frontiers of social justice.

Linking local, national and international engagements: Given the local and interconnected nature of poverty and inequality, our workstreams will remain alive to the importance of linking our country efforts to the regional and global energies. This arm will be pursued through partnerships and collaborations with likeminded causes and endeavours that contribute to global priorities.

Our Understanding of How Change Happens (Our Theory of Change)

We believe social justice, gender equality and poverty eradication are achieved through purposeful individual and collective action to shift unequal and unjust power, whether it is hidden, visible or invisible, from the household level to local, national and international levels. Active and organised people develop and drive change; which will transform power when led primarily by those who are directly affected, and by individuals committed to deepening democracy and achieving social justice. It is critical that these efforts are linked through a shared consciousness that is anchored in solidarity.

Our role as ActionAid is both a catalyst and a contributor to social change processes. We will be prepared to seize key moments for social transformation when they arise, and to resist backlash, guided by our long-term rootedness in communities and by working closely with people's organisations and social movements.

Our Programme Priorities

The overarching goal of our programme framework over the next five years will be to achieve social justice, gender equality, and poverty eradication by fulfilling the rights of people living in poverty and exclusion, redistributing power and resources and strengthening the resilience of communities and movements. This goal will be achieved through a long-term integrated programming agenda focused on Rights, Redistribution and Resilience.

These three pillars are interconnected and mutually reinforcing in that one will only be achieved if gains are made in other areas. Our Rights, Redistribution and Resilience framework will thus be guided by three programme priorities and one cross cutting intervention in the 2018-2023 Country Strategy Plan (CSP) as outlined below:

Primary Priority 1:
Empower women and girls living in poverty and exclusion to challenge the structural causes of violence and secure economic justice.

- Promotion of women's empowerment that enables their participation in decision-making processes
- Respect for sexual autonomy and bodily integrity
- Promote Sexual and Reproductive Health and Rights (SRHR) of women and girls
- Women's access to, control over, ownership and fair distribution of resources
- Safe public spaces for women and sexual minorities that facilitate their meaningful participation in the development agenda
- Accessible, affordable, available, adaptable and safe health services for women and sexual minorities
- Quality, safe, reliable and accessible public transport where women and girls travel without experiencing violence
- Recognition, reduction, and redistribution of women's disproportionate responsibility for unpaid care work - within households, society, employers and states
- Prevention and protection of women from violence in public and private spaces
- Promoting decent work for women in a decent environment free from violence and with equal pay to men.

Priority 1: Outcomes and Key Actions

Outcome 1: *By 2023, unpaid care work for women, young women and girls will be recognized, valued, redistributed and reduced enabling women and girls to participate in profitable business ventures and other socio-economic and cultural activities.*

Key Actions

- Evidence gathering at local, national and SADC regional level on women's Unpaid Care Work (UCW)
- Support women/young women's organisations and movements to recognize UCW as a violation of women's rights from household to regional level

- Contribute towards change of attitudes in men and women to share UCW through reflection – action groups, dialogues and campaigns
- Support movements to address national and international actors, laws and policies and to advocate for the provision of Gender Responsive Public Services (GRPS) to redistribute UCW
- Provision of services as a basis for advocacy work.

Outcome 2: *Women workers, networks and their movements are self-confident, organize to take collective action and are listened to by Duty Bearers on the decent work agenda.*

Key Actions
- Mapping of women/young women's networks and movements to be strengthened for the decent work agenda
- Nurture women/young women's agency so they can influence different platforms and spaces on decent work agenda
- Support women/young women and their organizations to build, test and promote alternative feminist economic models
- Support actions for decent formal/informal workplaces free from all forms of violence against women.

Outcome 3: *Duty Bearers demonstrate greater accountability and take steps for ensuring women's/young women's economic rights, including their safety in the workplace, paying them fair and decent wages, promoting and protecting their rights as workers.*

Key Actions
- Engagements of young women/women's organisations and feminist movements around duty bearers' accountability
- Advocacy for implementation of legislation or policies on fair wages, decent work and protection

- Campaign on women's labour, decent work and unpaid care work
- Young women/women's organizations and collectives are trained on accountability tools and processes.

Outcome 4: *Women's/young women's networks and feminist movements are strengthened to challenge harmful gender norms and practices and other structures resulting in reduction of violence against women and girls especially targeted women and fulfilment of their sexual and reproductive health and rights.*

Key Actions

- Map out and support young women/women's organisations feminist movements, and other organisations who are working on Violence Against Women and Girls (VAWG) and Violence Against Targeted and Excluded Women (VATEW)
- Feminist Leadership training for ActionAid and partners
- Research and evidence generated on VATEW
- Programming and internal organisations shifts related actions around VATEW
- Promoting Sexual and Reproductive Health and Rights for women and girls.

Cross Cutting Actions

- Provision of services as a basis for advocacy work
- Engage media to amplify the UCW, VAWG and Sexual Reproductive Health Rights (SRHR) discourse.

Linking Priority 1 with other Programme Priorities

- Support movements, women's/young women's organisation to address national and international actors, laws and policies and to advocate for the provision of Gender Responsive Public Services (GRPS) to redistribute UCW. Working closely with Priority 2
- Young women/women's organizations and collectives are trained on accountability tools and processes – in collaboration with Priority 2

- Contributing to Safe Cities campaign for women in collaboration with Priority 2
- Contributing to supporting for women and young women's efforts to access, own and control resources linking with Priority 3
- Mainstreaming women's rights issues to ensure reduction of violence against women and promotion of women's leadership in emergencies in close collaboration with the Cross-cutting Intervention.

Primary Priority 2:
Ensure Increased Civic Participation and State Accountability for the Redistribution of Resources and Delivery of Quality, Gender-Responsive Public Services

- Public Participation in democratic processes and Accountability
- Public Resource Mobilization and Allocation
- Provision of Gender Responsive Public Services
- Expanding civic space working with CSOs.

Priority 2: Outcomes and Key Actions

Outcome 1: *Increased participation and influence of women and young people in decision making at community, local, national and international level.*

Key actions

- Support women and young people to participate in invited spaces such as Local and National Budget Consultations, Community decision making processes such as Village Development Committees (VIDCOs), Ward Development Committees (WADCOs) and Community Based Planning (CBP)
- Empower women and young people to be innovative and create democratic spaces for engagement with duty bearers, including use of virtual ICT based platforms to discuss, debate and plan their advocacy initiatives
- Establish and Strengthen Movements (such as Youth movements, Activista movement, Youth Networks, Youth-led NGOs, CSOs, CBOs) for policy engagement with Government and other duty bearers. This can be done through mobilisation, networking, coalition building, empowerment of citizen groups, networks, resident's associations, individual activists and social movements such as Rural Women's Assembly (rural women's movement) and Women's Coalition. Social media will be used as a medium for evidence gathering, evidence-based advocacy and networking with other movements and activists to build a critical mass.

Outcome 2: *Mobilise demand for an, inclusive, participatory, efficient, and accountable progressive tax collection and allocation system.*

Key Actions

- Research and policy analysis on the tax treaties, policies and contracts
- Create a Tax justice network to lobby and advocate for progressive tax regime at local, national and regional level
- Capacity enhancement of duty bearers at national and local government level to design progressive tax systems, policies, legislation and contracts
- Work with communities especially women and CSOs on holding corporates such as mining companies accountable on the resources that they are realizing from mining activities in their area and to use ICT as medium for evidence-based advocacy
- Nurture a civil society-led learning and sharing platform for various stakeholders to learn and share from AAZ's work on the above mentioned campaigns.

Outcome 3: *Demand transformation in the quality, inclusiveness, accountability and gender responsiveness of Public Education and Urban Services related to women's safety for women, young women and children.*

Key Actions

- Enhance capacity of women and youth [1]to influence the enactment and implementation of policies, laws and strategies to deliver Gender Responsive Public Services (GRPS) on education and public safety for women
- Provide capacity building and platforms for women and youth on citizen journalism on GRPS using ICTs – documentation, Most Significant Change stories (MSCs) and Social Media
- Capacity enhancement of duty bearers at national and local government level to design and provide gender responsive public services

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[1]   including (awareness raising on rights, community planning, budgeting and budget tracking processes, lobby and advocacy skills, etc)

- Establish national and local level linked coalitions in AAZ's LRPs to develop, monitor and advocate for Indicators/Index on quality Gender Responsive Public Education and Urban Services
- Support implementation of service delivery programmes[2]/projects on Public Education, SRHR and Urban Services on quality GRPS as entry points for AAZ's campaigns.

Outcome 4: *Expanding Civic Space working with CSOs.*

Key Actions
- Contribute towards the convening of CSO dialogues on expanding space
- Enhance capacity of CSO partners on campaigning, lobbying and advocacy on related elements to expand space
- Support national, regional and international citizens and CSO engagements
- Complement solidarity initiatives at all levels (local, national, regional and international).

Linking Priority 2 with other Programme Priorities
Other priority areas are connected to Priority 2 by the desire to enhance accountability of duty bearers to deliver, ensure rights are promoted and protected, deliberately work on redistributing resources to eliminate inequalities. This includes building peoples' resilience in social, economic and political aspects particularly by the State providing the much needed gender responsive public services such as education, safety and urban services, agricultural extension and humanitarian services in the case of emergencies. All priorities are hoisted on youth programming and basing on the already established Activista movement. Other priority areas will benefit from working with this and other movements to build youth participation in our programming, enhance people power to demand for accountability and gender responsive public services. Priority 2 will amplify the policy engagement actions of other priority areas by drawing from evidence generated across the other two priority areas.

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2   As the 'Alternative' in AA's HRBA Pillars

Linkages between local, national and international level - AAZ will ensure that all advocacy interventions undertaken at local level are linked to national and international level. To this end community members, people's organisations, networks and movements will be involved in engagements with government and other policy makers from Local to National and International platforms such as Local and National Budget Consultations, Provincial and International Mining Indaba's, Southern African Development Community (SADC) and African Union (AU) and Commission on the Status of Women (CSW).

Primary Priority 3:
Strengthen Resilient Livelihoods and Secure Climate Justice

Priority 3: Outcomes and Key Actions

Outcome 1: *Women and youth smallholder farmers have secured and increased access and control over communal land and natural resources.*

Key Actions

- Build evidence through research for women and youth's access and control over communal/productive land to inform advocacy work
- Development of tools that promote and empower women and youth to take up leadership positions which will influence their livelihood demands
- Strengthening and training of farmer movements to advance adoption of agroecology
- Provide capacity building on agroecology initiatives, sharing best practices and piloting alternatives
- Participating and contributing to national, regional and international platforms like SADC, COP and Universal Periodic Review (UPR)
- Advocacy on climate justice.

Outcome 2: *Women and smallholder farmers have increased access to well functioning and diversified agricultural markets by 2028.*

Key Actions

- Participatory market chain assessment for women and youth smallholder producers
- Support integration of women and youth producers into value chains e.g. PPP's, macro financial institutions
- Ensure the target population has access to network and push extension messages and market information to farmers through Information Communication Technology (ICT)
- Use of ICTs and virtual markets in promoting market linkages for smallholder farmers.

Outcome 3: *Food insecure communities achieve food and nutrition security though practising agroecology.*

Key Actions

- Establish links with research institutions to ensure effective, evidence based and nutrition sensitive programmes
- Support the development of learning food and nutrition spaces for farmers to share knowledge
- Capacity enhancement of targeted communities to plan and manage resilience building.

Linking Priority 3 with other Programme Priorities

Priority 3 will link with Priority 2 to advocate and demand for gender responsive public services in the agriculture, extractives and natural resource sectors. While promoting resilience building among women, Priority 3 will seek to enhance the resilience in a manner that improves the lives of women and youth and ensuring that we reduce unpaid care work. Priority 3 will engage closely with the Cross-Cutting Intervention to promote women led emergency response with a focus on building resilience.

Cross-Cutting Intervention:
Advance Transformative Women-Led Emergency Preparedness, Response and Prevention

Cross Cutting Intervention Outcomes and Key Actions

Outcome 1: *Accountability institutionalized at every level to enhance women led emergency preparedness, response and prevention (enhancing ward / district and national Disaster Risk Reduction (DRR) plans and emergency response mechanisms).*

Key Actions

- Conduct research or scoping studies to establish the status on women representation in various emergency response structures and consider barriers that affect women leadership at all levels

- Capacity develop women including representatives of women led institutions and women movements on DRR and protection issues so that they effectively engage and fully participate in emergencies and can engage with local and national humanitarian processes
- Embrace full implementation of the Core Humanitarian Standards (CHS) to fulfil ActionAid Zimbabwe's commitment on accountability
- Promote use of new innovations and technology by communities, partners and humanitarian organizations in emergency response and early warning systems e.g. WhatsApp's and SMS
- Set up, sustain and promote effective feedback mechanisms during emergencies e.g. helpdesks, suggestion boxes and use of toll-free number.

Outcome 2: *Women with strengthened capacity, increased resilience to and ensured protection in emergencies.*

Key Actions
- Use evidence from programming experience to influence national processes such as the Grand Bargain and Sendai Framework on humanitarian work and disaster risk reduction
- Capacity building of local organisations (CBOs), local NGOs, Government Ministries or departments on humanitarian architecture for effective coordination
- Increase social protection programmes which are meant to address unpaid care work to women through cash-based programming (promoting women's rights and linking with Priority 1 and 2 on GRPS)
- Engage in local, national humanitarian processes to influence resilience processes to promote adaptive, absorptive and transformative recovery efforts to build back better situations (linking with Priority 3)

- Facilitate the establishment/strengthening of watchdog committees around protection issues on women relating to emergences - linkages between RWAs and women's organizations
- Increase social protection programmes which are meant to address unpaid care work to women through cash-based programming (promoting women's rights and linking with Priority 1 and 2 on GRPS)
- Facilitate the establishment/strengthening of social safety nets for women (community based social safety nets e.g. women's counselling support groups - ensure connection to Priority 1 in working with VFU).

Outcome 3: *Technical and financial power shifted to local organization to achieve better representation, stronger voice and greater recognition by communities affected by crisis or disasters.*

Key Actions

- High level advocacy with funders to change humanitarian funding structure
- Carry out strong advocacy work on policy framework review to support women led response in emergencies
- Use of technology and media coverage to reach out to women living in poverty and affected by disasters and document interventions being carried out in the community
- Dissemination of critical information related to emergency to partners and vice versa on time using both scientific early warning systems and Indigenous Knowledge early warning systems
- Capacity build ward and village-based emergency preparedness-based committees to coordinate with organisation focal persons at AAZ and partners level
- Link partners with district and provincial emergency platforms for meaningful participation in national structures.

Linking Cross-Cutting Intervention with Programme Priorities

Evidence shows that disasters are likely to increase in Zimbabwe, particularly those that are weather-related associated with the impacts of climate change. This will induce severe hardships on the already impoverished households resulting in worsening vulnerability for both rural and urban populace. There is need to design integrated programmes and activities which will strengthen the early warning systems and resilience building in communities to prepare them for any eventuality. This then provides opportunities for synergies and linkages with the other three programme priorities namely;

- Women's rights on Gender Based Violence
- Civic participation and Accountability on Water Sanitation and Hygiene & Disaster Risk Reduction related activities in schools as well as Youth engagement guided by the 5 Youth Principles
- CRSA on Rural and Urban Resilience programming
- We will ensure that all our programme design and policy work integrate disaster risk reduction, informed by thorough analysis of context. These will be integrated in running interventions under priorities 1 to 3.

Our Organizational Shifts

Four strategic shifts have been identified to deliver the afore-mentioned programme areas, namely:

Strategic Shift 1
Organisational Change

To be a more agile, unified and networked Country Programme:
- Promote agility so that the organisation is adaptive to changes and capable of taking timely actions that are aimed at meeting organization's objectives

- Transform from being a Country Programme to an Associate and ultimately become an Affiliate, in line with ActionAid International's ongoing internationalization process. This will be informed by the operating environment
- Set up an organizational structure that is fit for purpose, in alignment with the new CSP with a view to remaining relevant to a continually changing global context. The Country Programme will maintain a flexible size of core staff to enhance organizational effectiveness and efficiency, with clear roles and accountabilities
- To be a more agile, unified and networked Country Programme, we will invest in advancing Feminist Leadership principles in our leadership and management practices. We will actively build capacity in staff, partners, community members through inductions, capacity building initiatives, and by enhancing already existing women friendly organisational policies and practices

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- Strengthen a culture of performance by ensuring that staff are motivated to be effective people leaders as well as continuously encourage staff to actively participate in leadership and cross cutting development platforms to advance our global justice agenda and remain networked globally.

Strategic Shift 2
Measuring Change, Learning and Generating Knowledge

To build a culture of learning and quality M&E that generates new knowledge, evidence-based alternatives and communicates impact;
- **Culture:** De-mystify Monitoring, Evaluation and Learning and make it a shared responsibility. Continuous refresher trainings on the HRBA approach will be conducted for ActionAid staff and partners, for them to be equipped with knowledge to better understand social change and facilitating social change processes.
- **Capacities:** To invest in capacity strengthening and development from the LRP, partner and national levels staff, to deliver the strategy. This will be done through trainings on documenting how change happens, knowledge management and measuring the contribution of our work towards impact.
- **Infrastructure:** Use of the Management of Information Systems (MIS) system will be strengthened, to ensure data transmission, archiving and use. We aim to continue strengthening the capacity of staff and partners to use the MIS system, making sure that the interface is user friendly. The platform will be re-organised to ensure that evidence is generated, to demonstrate impact and lessons learnt.
- **Learning based decision making:** The M&E system will ensure that the knowledge management component tracks promising practices and key interventions to create a body of evidence that informs decision making. This Learning-By-Doing approach will ensure that AAZ uses its first-hand experience in influencing policy and practice in local development

spheres. Knowledge will be generated through Participatory Review and Reflection Processes (PRRPs), Half yearly/annual review meetings, as well as Theory of Change review and reflection, to inform learning, adaptive programming and informed decision making. We will invest in research that will employ feminist lenses and analyse power dynamics, which will be published and shared for learning, as well as influence AAZ's advocacy approach.

- **Value for Money:** AAZ will work with partners and stakeholders to ensure that all interventions demonstrate value for money (VfM). The VfM principles will be applied from programme design and implementation using guidelines such as economy, efficiency, effectiveness and equity.

Communicating our impact

- We will invest in a more robust consistent documentation and knowledge management systems across our programmes such as MIS and setting up of a resource centre to provide platforms for sharing knowledge on best practices, storage of researches, provide wider reading and life sharing information

- AAZ will blend mass media and social media harnessing it with ICTs to efficiently effect change across all priorities to help deliver our strategy
- AAZ will seek to support communities in using virtual markets (use of internet using smart phones) which will provide market platforms for farmers, for example. We will update our distribution systems for us to be a more networked organisation locally, nationally, regionally and internationally
- AAZ will provide capacity building to staff, partners and communities in participatory documentation methodologies such as write workshops as means of giving a voice to the excluded communities especially women, children and the youth to demand social justice.

Strategic Shift 3
Resourcing our work

Raise our profile, improve our supporter base and diversify our funding sources to achieve financial sustainability.

Our ways of fundraising will include innovative strategies, strengthening relationships with:
- Regular giving
- Partnership incomes at country and international levels
- Institutional donors
- High Net Worth individuals
- Exploring community-based crowd funding mechanisms
- Tapping onto the corporate world that shares our values
- Introducing individual giving in Zimbabwe
- Further building on our **Partnership and consortium approach**, we will ensure that local women-led and feminist organizations are at the forefront of implementing our work in the communities
- Strengthen our partnerships with other AA offices in **Southern Africa** to be able to respond to regional issues timely and effectively and develop approaches which can be contextualized in different countries
- Put in place **stronger systems to pre-position ourselves** including developing a pipeline for potential opportunities as well as building up a **repository of capacity statements and case studies to showcase our work** under the three thematic priorities.

Strengthening Financial Management Systems and Risk Management AAZ commits to the following:
- Flexibility in the development of policies, procedures and internal controls that are water-tight and digital whilst allowing smooth implementation of programme work across the priority areas

- We will strengthen our financial management standards (including international best practice such as **Top 10 Basics Certification**), systems including reliance on E-Systems, procedures and policies to improve efficiency and transparency
- Timely disbursements of funds to partners and setting up of appropriate ways of resourcing strategic partners
- Efforts to improve programme delivery and professional conduct of partner compliance activities, internal audit and institutional & donor external audit processes and reviews to get feedback on areas requiring improvements and to share with key stakeholders and potential partnerships
- AAZ and partner staff will continuously be trained and re-oriented on evolving systems, while maintaining routine practices such as basic **finance training for non-finance** staff.

Strategic Shift 4
Innovation and Digital Transformation

To Embrace a culture of innovation and actively undertake digital transformations that revolutionize our ways of work throughout the Federation.

- Promote Innovation and use of technologies including in the networking for NGOs, information management systems, creation of virtual meetings for social movements, effective management of financial management systems and creation of information backup systems for risk management

- Use ICTs in programmes, communication, Human Resources and Organizational Development (HROD) and financial management to remain an agile organization in a changing global environment
- Invest in a more robust consistent Human Resources Management Information System (HRMIS), vehicle tracking systems, contract management system (CMS), which will support the delivery of the CP priorities and organisational shifts
- Upgrade our financial systems such as the sun system and vision to a cloud-based system to centralise the management of financial systems
- We will come up with systems that reduce use of paper and promote a paperless office
- We will strengthen our information back-up systems such as introduction of cloud storage systems to prevent loss of information as part of risk management
- Link AAZ intranet network platform with other AAI country programmes globally to facilitate connectivity with the rest of the federation
- Creating internal processes to foster strategic innovations at all levels including in programmes and across strategic shifts
- To make strategic investments by deliberately budgeting for Information and communications technology (ICT) infrastructure and gadgets. This will enable staff, partners and communities to embrace the use of technologies and innovation in our work. This will drive greater organisational efficiencies and effectiveness in our systems and processes as we promote a culture of innovation and digital transformations
- Support staff and communities to use inclusive technologies which promote our accountabilities to communities
- We will facilitate development of new social media innovations such as introducing vlogging and social media live screenings for fast and efficient communication with our stakeholders and supporters.