



act:onaid
zimbabwe

Strengthening citizens actions against poverty

ABRIDGED COUNTRY STRATEGY PLAN



2014-2018

Who we are

ActionAid Zimbabwe (AA Zimbabwe) is part of a global ActionAid International (AAI) family working with poor and excluded people, communities, associates and partners in more than 43 countries in Africa, Asia, the Americas and Europe. AA started operating in Zimbabwe in 1999 as a small HIV and AIDS project (Strategies for Action) under the then Harare based AA Africa Regional Office, becoming a Country Programme (CP) under AAI's Southern Africa Partnership Programme in 2003 and a standalone CP in 2006. In 2010, AA Zimbabwe merged with a Danish Association for International Co-operation, MS Zimbabwe to become one organisation. This followed the affiliation of the former MS (now AA Denmark) into the AAI family.

Since 2010, AA Zimbabwe has steadily developed to become a strong CP mainly focusing on the promotion of women's land rights, sustainable agriculture and holding government and corporates to account on public services. The organisation's work has also included programmes on empowering women and girls to challenge and reject poverty and gender based violence (GBV), and creating resilience in the face of disasters. AA Zimbabwe works in partnership with Community Based Organisations (CBOs), National non-governmental organisations (NGOs), Networks and Coalitions supporting people living in poverty at different levels. AA Zimbabwe also collaborates with selected local and central government departments and ministries and like-minded international NGOs to address the needs of people living in poverty.

Our Vision

A Zimbabwe without poverty and injustice in which every person enjoys their right to a life of dignity.

Our Mission

To work with people living in poverty to eradicate poverty and injustice.

Our Values

The values of the AA Zimbabwe CP, as defined in the AAI Global Strategy Plan for 2014-2018, are as follows:

- a. **Mutual Respect:** requiring us to recognise the innate worth of all people and the value of diversity.
- b. **Equity and Justice:** requiring us to work to ensure equal opportunity to everyone, irrespective of race, age, gender, sexual orientation, HIV status, colour, class, ethnicity, disability, location and religion.
- c. **Honesty and Transparency:** being accountable at all levels for the effectiveness of our actions and open in our judgements and communications with others.
- d. **Solidarity with the poor:** lack of power and exclusion will be the only bias in our commitment to the fight against poverty.
- e. **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.
- f. **Independence:** from any religious or party-political affiliation.
- g. **Humility:** in our presentation and behaviour, recognising that we are part of a wider alliance against poverty.





Programme work, strategic objectives and key change promises

In relation to the emerging political and socio-economic context in Zimbabwe and the AAI Global Strategy for 2014-2018, AA Zimbabwe prioritizes the following three Strategic objectives and key change promises for the period 2014-2018:

Strategic Objective 1:

- o Promote improved livelihoods and enhanced rights to land and natural resources for at least 40,000 rural smallholder producers (25,000 being women and 15,000 being men) and their households.

Key Change Promise 1

- o By 2018, 40,000 smallholder producers (25,000 being women) influence land and agricultural policies and secure enhanced rights and legal entitlements to land and productive resources which they use sustainably. This is done to enable small holder producers and an additional 160,000 people living in poverty in Zimbabwe to secure improved food security and livelihoods as a result of climate resilient sustainable agriculture, enhanced rights to land and natural resources, gender responsive economic alternatives and viable markets for their produce.

AA Zimbabwe will achieve the Strategic Objective 1 through the following main activities:

- o Awareness raising and sensitization of women, men, decision makers (e.g. community leaders, government officials, parliamentarians etc.) and other key stakeholders on the rights of women to participate in the ownership, control and management of the

- land and natural resources at different levels and on the impact of climate change.
- o Capacity development of AA Zimbabwe Staff, Partner staff in 8 LDP and 5 Project partners, Women farmer groups and organisations and other small-holder farmers' associations policy analysis, communication and advocacy on the promotion of climate-resilient sustainable agriculture, disaster risk response and climate adaptation policies.
 - o Facilitation of policy lobby and advocacy dialogue meetings between rural women and relevant duty bearers at different levels (including Members of Parliament, Traditional leaders such as Chiefs, Ministry of Lands, Ministry of Agriculture, Ministry of Women's Affairs and Rural District Councils and Land Committees).
 - o Facilitating policy dialogue on climate change adaptation, the promotion of sustainable agriculture and the integration of disaster risk reduction issues among women farmer groups, other small-holder farmer groups and policy makers.
 - o Facilitate the participation of women farmer groups, other small-holder farmers, youths and other Non-state actors in the Comprehensive Africa Agriculture Development Programme (CAADP) processes national and regional levels in order to influence agricultural policies and demand accountability from governments on the delivery of their promises e.g. on climate change adaptation, sustainable agriculture and disaster risk reduction.



Strategic Objective 2:

- o Advance the political influence of 153,000 adult women, young women and men, children and other people living in poverty in Zimbabwe to hold governments and corporates accountable.

Key Change Promise 2:

- o By 2018, through holding central, local governments and corporates to account AA Zimbabwe and its partners will facilitate improvements in the quality, equity and gender responsiveness of public services for 340,000 adult women, young women and men, children and other people living in poverty in selected 400 rural, peri-urban and urban wards in Zimbabwe.

AA Zimbabwe will achieve Strategic Objective 2 through the following main activities:

- o Raising the awareness and consciousness of adult women, young women and men and children in selected communities on their socio-economic rights and responsibilities as enshrined in the Constitution of Zimbabwe, Public accountability and transparency, Local Government legislation and functions, Corporate Responsibility. This would enable them effectively engage with duty bearers at local, national and international levels and demand accountability and transparency among governments and corporates in the delivery of quality services.
- o Support capacity development of existing and new platforms and/or organisations of women, youth and children in 10 LDPs and selected Project areas (e.g. residents associations, housing cooperatives, reflect circles, study circles, women and youth organisations) in using economic-literacy budget accountability for governance (ELBAG) and other social accountability tools.
- o Conducting participatory research, community level analyses and baseline surveys in collaboration with AA Zimbabwe partners, other likeminded NGOs and Research institutions on Access, affordability and gender responsiveness of basic services and capacity of local authorities to provide access and quality services in selected communities , including identification of gaps and alternatives.
- o Organising policy dialogue and stakeholders meetings that facilitate the engagement between women, youth and children and duty bearers (Councillors, Parliamentarians, Local Government Ministry and Corporates) on critical policy issues such as citizen's

right to information among, participatory planning and budgeting tracking frameworks, the promotion of gender responsive budgeting, decentralization and review of local government legislative framework, social service charter, progressive corporate social responsibility and other transparency initiatives.

- Mobilising women and youth social movements, civil society coalitions and progressive media to participate in public accountability campaigns focusing on critical issues such as public revenue collection and expenditure, progressive taxation and spending, education financing, and progressive corporate social responsibility programmes
- Facilitating the establishment and capacity development of Child led School Development Committees in schools which will serve as platforms for training children on their rights and school administration.
- Facilitating rehabilitation of 24 schools infrastructure in order to provide child friendly learning environment in schools.

Strategic Objective 3:

- Ensure that 300,000 women and girls in Zimbabwe can break the cycle of violence and claim control over their bodies.

Key Change Promise 3:

- By 2018, 20,000 women and 40,000 girls are able to challenge and reject GBV and all other forms of violence that would have denied women control over their bodies and sexuality and made them vulnerable to HIV and AIDS, enabling them to secure access to comprehensive care and quality support services that protect the sexual and reproductive health, legal and other socio-economic rights for 300,000 women and girls living in poverty. AA Zimbabwe will achieve Strategic Objective 3 stated objective through the following main activities:
- Organising sensitization meetings at local, district and national levels targeting the communities in general, Local leaders, Religious and Traditional Leaders, Government Officials and Duty Bearers. Subject areas will include women's rights as per the Constitution and in relation to GBV, Sexual and Reproductive Health Rights (SRHR), HIV and AIDS and Maternal Health.
- Establishing and strengthening platforms/ groups for women and girls to share experiences and identify solutions on GBV in their communities and at other levels.



Such platforms will include Women's Support Groups or Clubs, Girls Clubs, Child Protection Committees, Watch Groups, Reflect circles.

- Training of Trainers Courses will be conducted in Comprehensive Sexuality Education for Boys and Girls, enabling the trainers to cascade the information to young people in and out of school. Support will also be given for the formation of boys and girls gender clubs to enable them to meet regularly and discuss gender issues.
- Support to networking and alliance building within the women's movement and build strong synergies with other like-minded women's organizations and coalitions which are fighting GBV and HIV and AIDS and promoting sexual and reproductive health rights of women and girls at grassroots, national and regional/international levels.
- Strengthening strategic relationships and collaboration with relevant government departments at local and national levels in order to influence policy changes and public resource allocation to secure women's protection from GBV.
- Carrying out baseline surveys and participatory research on incidence of GBV, sexual and reproductive health rights and other violations in different LDPs. This will generate evidence that will inform policy advocacy work at different levels.
- Organising policy dialogue meetings and campaigning and advocacy activities in order to influence public opinions and policies on GBV and women's sexual and reproductive health rights issues in Zimbabwe. This will include advocacy on the domestication and

implementation by decision makers of regional and international instruments on Women's Rights issues.

- o Capacity development and training among duty bearers (including Traditional Leaders, Religious leaders, Judiciary, Police, Health Professionals, Local Authorities, and Senators) on how to handle cases of GBV professionally and with positive attitudes towards women and girls.
- o AA Zimbabwe and its partners will take an active role together with other AAI CPs in the multi-country campaign on, Safe Cities and Urban Spaces for Women and Girls. AA Zimbabwe will initiate participatory research and documentation of information on GBV in urban spaces in Zimbabwe and share this with its strategic partners and allies in and outside Zimbabwe and other AAI CPs.



Our Organisational Priorities

The following four main organisational priorities will support the realisation of AA Zimbabwe's programme objectives:

1. Deepening the impact of our work by having an effective programme framework that ensures integration, coherence and quality at all levels through:
 - o Streamlined and focused partnership portfolio
 - o Promoting mutual learning and knowledge sharing
 - o Develop and implement localised strategy plans
 - o Evidence based advocacy work
 - o Strengthening of our communication strategy
2. Diversify and raise our income to more than 15 million pounds by 2018
 - o We aim to raise at least 7.3 million pounds through child sponsorship income by effectively servicing our supporter base which is projected to increase from the current 7,500 to 12,500 by 2018.
 - o We aim to raise at least 8.6 million pounds through Institutional and High Value Donors fund by 2018.
3. Increasing our people power, valuing our staff and specifically investing in women's leadership through:
 - o Embracing of new values and behaviours by the leadership team through the acceptance of the change management plan linked to this country programme strategy
 - o Re-organization of functions to create structures that enable effectiveness and efficiency in the implementation of the new strategy
 - o Development of a funding proposal linked to the new structure in order to ensure that it is affordable and sustainable and that packages offered move towards market alignment that allows us to make competitive talent choices.
 - o Reviewing of our current human resource policies and procedures
 - o Equipping Line Managers with the tools, resources and policy frameworks that facilitate an effective working environment.
 - o Investing in Women's Leadership by ensuring the resuscitation of the Women's Forum as a platform for women to discuss relevant issues and to provide them with leadership opportunities.



4. Establishing effective systems and processes to improve financial management, planning and reporting and the monitoring of our work. Main focus will be on:
 - o Reforming our financial management and control systems and processes that facilitate the delivery of the programme activities
 - o Developing a new planning, budgeting and reporting system
 - o Harmonising Information Technology systems and solutions
 - o Developing an effective system to monitor the environmental impact of our work

Our approaches

Human Rights Based Approach (HRBA)

As an organisation, we believe an end to poverty and injustice can be achieved through purposeful individual and collective action, led by active agency of people living in poverty and supported by solidarity, credible rights-based alternatives and campaigns that address the structural causes and consequences of poverty. Using the HRBA, AA Zimbabwe will deepen the impact of its work by addressing structural causes of poverty in given communities. This will be based mainly on the empowerment of women, youth, children and other people living in poverty and other ordinary citizens so that they have strong voice and can demand accountability and claim their rights from central and local governments and other duty bearers.

Visualising Quality Programmes

A quality programme creates sustainable and transformative change in the lives of people living in poverty.



Where and who we work with

The AA Zimbabwe CP will mainly support most vulnerable and excluded social groups that is, women, children and youth in marginalized rural, peri-urban and poor urban communities in Zimbabwe. This will be achieved through partnerships with independent organisations that represent the interests and concerns of these social groups or that take sides with the poor and excluded people in and outside Zimbabwe.

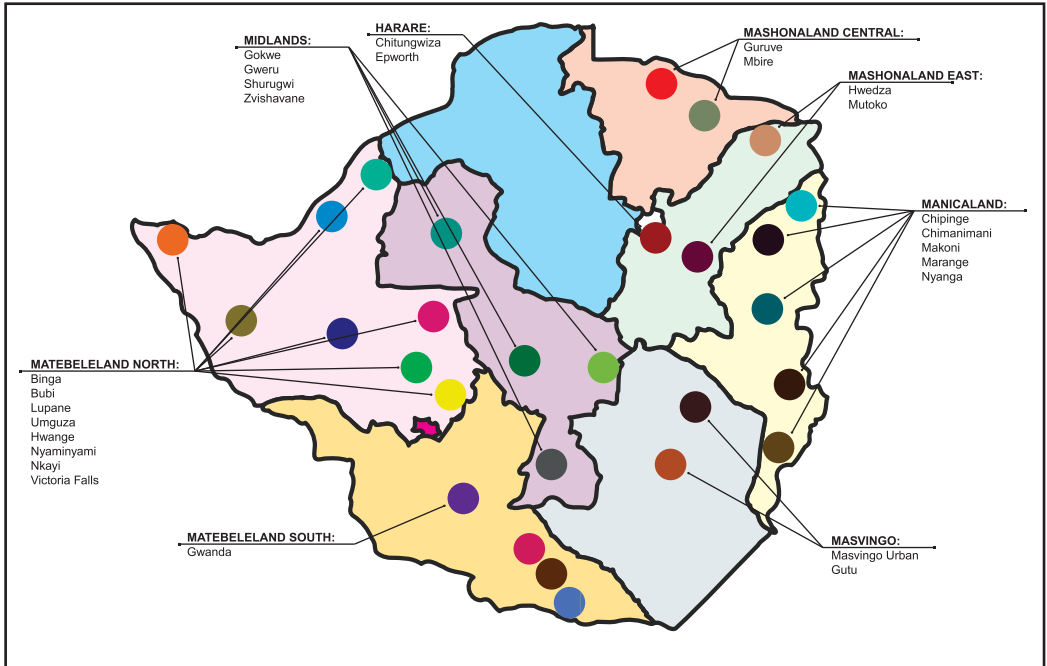
Local Development Programmes (LDPs)

The work of AA Zimbabwe CP will be carried out through both LDPs, project based and national partnerships. During 2014-2018, AA Zimbabwe will seek to deepen and consolidate the quality of its programme and sponsorship activities in the existing 8 LDPs which are located in rural districts. These are situated in Makoni, Chiendambuya, Saunyanama, Nyazura, Nyamaropa and Nyanga in Manicaland Province, Hwedza in Mashonaland East Province and Nkayi in Matabeleland North Province. It is anticipated that by the end of 2018, the Programme will set up an additional 2 new LDPs in some of the selected marginal areas in which AA Zimbabwe will have implemented project activities, for example in Matabeleland region and Zambezi Valley area.

National and project-based programmes

Between 2014-2018, under each Strategic Objective, AA Zimbabwe will work with nationally based organisations and coalitions in influencing policy changes and promoting transparency and accountability in the delivery of quality gender responsive public services to people living in poverty at local, national, regional and global levels. The National Programme partners will reach out to more disadvantaged communities in Manicaland, Matabeleland North, Matabeleland South, Masvingo, Midlands, Harare and Mashonaland Central Provinces.

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