

The background of the entire page is a monochromatic red image showing a group of people's hands gathered around a document, symbolizing collective action and community. The hands are of various skin tones, and the document is held in the center, with fingers pointing towards it.

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**ActionAid Zimbabwe Country Strategy Paper
2018-2023**

Citizens' Collective Actions for Social Justice

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Joy Mabenge
Country Director

FOREWORD

Ours is a country whose timeline is mired in a prolonged socio-economic downturn, with a sprinkling of some steps forward. Since 2002, the country has been buffeted by destructive headwinds that have caused steep slumps in agricultural and industrial productivity, rising unemployment, hyperinflation, worsening public service delivery and incapacity of the state to both harness the elements for good or manage natural calamities when they happen.

Considering the foregoing, the new ActionAid Zimbabwe Strategy offers an opportunity to the organisation to re-create itself to be responsive to the needs of the day, complimenting government and local authority initiatives. Fighting poverty, inequality and structural fault lines like patriarchy could be a pipedream if the challenges confronting the country are not decisively confronted. The Vision 2030 espoused by the Sustainable Development Goals, the Agenda 2063 (The Africa We Want), in addition to other international, continental, regional and national blue prints offer hope for the future. In concert with other players from diverse sectors we look forward to partnering with communities to improve their

socio-economic conditions by harnessing the strength of the collective, on the terms of the local people and for their own good.

For the next five years, ActionAid is intent on programming through feminist lenses and actively shifting power towards ensuring gender parity by placing women at the centre of its priority areas. As one of the stars that make up the 45 member constellation of the ActionAid International galaxy, we remain committed to pursuing these aspirations in a fashion that will guarantee sustainability, efficient delivery and lasting impact in the lives of young people, women and children amongst other people living in poverty, and suffering the ills of social injustice.

ACKNOWLEDGEMENTS

ActionAid Zimbabwe gratefully acknowledges the important contributions made by our communities, partners, relevant government departments, donors and staff members in the drafting of our strategy. We also recognise the support provided by our AAI Global Secretariat whose expert contribution has helped us shape this strategic document which will guide the implementation of our mission work from 2018 to 2023.

ABBREVIATIONS

AIDS:	Acquired Immunity Deficiency Syndrome	CP	Country Programme	HROD:	Policy
AA:	ActionAid	COP	Conference of Parties		Human Resources
AAI:	ActionAid International	CPB	Community Based Planning	HRMIS	Organisational Development
AAZ:	ActionAid Zimbabwe	CSE	Comprehensive Sexuality Education		Human Resources
ACDEG	African Charter on Democracy, Elections and Governance	CSP	Country Strategy Plan		Management Information System
AIPPA:	Access to Information and Protection of Privacy Act	CSPR	Civil Society for Poverty Reduction	ICPD	International Conference on Population and Development
CAADP:	Comprehensive Africa Agriculture Development Programme	CSOs	Civil Society Organisations	ICT	Information Communication Technology
CARMMA	Campaign on Accelerated Reduction of Maternal Mortality in Africa	CRSA	Climate Resilient Sustainable Agriculture	IPD	Internally Displaced Person
CBO	Community Based Organisation	CSW	Commission on the Status of Women	IHART	International Humanitarian Action and Resilience Team
CEDAW	Committee on the Elimination of Discrimination against Women	4 Es	Economy, Efficiency, Effectiveness and Equity	IPV:	Intimate Partner Violence
CEFM	Child Early and Forced Marriage	EFCM	Early, Forced Child Marriages	IT:	Information Technology
CHS	Core Humanitarian Standards	EJ	Economic Justice	LRP:	Local Rights Programme
CMS	Contract Management System	EPR	Employment-to-population	KCP:	Key Change Promise
		DRR	Disaster Risk Reduction	MDC	Movement for Democratic Change
		GDP	Gross Domestic Product	MDGs	Millennium Development Goals
		GBV	Gender Based Violence	M&E	Monitoring and Evaluation
		GEM	Girl Empowerment	MOHCW	Ministry of Health and Child Welfare
		GFS	Global Financial Systems Framework	MSC	Most Significant Change
		GMF	Global Monitoring Framework	NAC	National AIDS Council
		GoZ	Government of Zimbabwe	NANGO	National Association of Non-Governmental Organisations
		GRPS	Gender Responsive Public Service	NGO	Non-Governmental Organisation
		HBRA	Human Rights Based Approach	NPC	National Peoples' Convention
		HIV	Human Immunity Virus	OCHA	Office for the Coordination
		HoF	Head of Finance		
		HoPP	Head of Programmes and		

PICES	of Humanitarian Affairs Poverty Income Consumption Survey	UCAZ	Urban Councils Association of Zimbabwe		for Sustainable Socio Economic Transformation
PLHIV	People Living with HIV	UN	United Nations	ZIMSTAT	Zimbabwe National Statistic Agency
POSA	Public Order and Security Act	UNDP	United Nations Development Programme	ZINASP	Zimbabwe National HIV and AIDS Strategic Plan
POTRAZ	Post and Telecommunications Regulatory Authority of Zimbabwe	UNFPA	United Nations Population Fund	ZUNDAF	Zimbabwe United Nations Development Assistance Framework
PPMS	Programme and Policy Manager	UNICEF	United Nations Children's Education Fund		
PPMWR	Programme and Policy Manager (Women's Rights)	UPR	Universal Periodic Review		
PPP	Private Public Partnerships	VATEW	Violence Against Targeted and Excluded Women		
PRRPs	Participatory Review and Reflection Processes	VfM	Value for Money		
RWA	Rural Women Assembly	VFU	Victim Friendly Unit		
RDC	Rural District Council	VIDCO	Village Development Committee		
SDC	School Development Committee	VP	Vice President		
SDG	Sustainable Development Goals	VAWG	Violence Against Women and Girls		
SADC	Southern Africa Development Community	WADCO	Ward Development Committee		
SMS	Short Message Service	WASH	Water, Sanitation and Hygiene		
SRHR	Sexual Reproductive Health Rights	WR	Women's Rights		
STI	Sexually Transmitted Infection	WFP	World Food Programme		
T4C	Training for Change	ZANU-PF	Zimbabwe African National Union (Patriotic Front)		
TCPL	Total Consumption Poverty Line	ZMC	Zimbabwe Media Commission		
UCW	Unpaid Care Work	ZNFPC	Zimbabwe National Family Planning Council		
		ZAMPS	Zimbabwe All Media Products and Services		
		ZIMASSET	Zimbabwe Agenda		

EXECUTIVE SUMMARY

This Country Strategy Paper comes at a time when Zimbabwe's myriad of challenges persist. The Paper has been tailored to guide our interventions in a way that adapts to local realities, without losing touch with the recently promulgated Strategy 2028: Action for Global Justice at the Federation level. Similar developments across the world threaten liberty, compound socio-economic challenges and further imperil our shared planet's ecology. These local and global challenges ought to be addressed with the urgency they deserve. To that end, we have identified the following three primary programme priorities and one cross-cutting intervention. However, attention will be paid towards ensuring both the primary and cross-cutting interventions are delivered. There are four strategic shifts to be advanced during the strategy period 2018-2023. The programme priority areas are 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.*

Primary Priority 2: *Ensure Increased Civic Participation and State Accountability for the Redistribution of Resources and Delivery of Quality, Gender-Responsive Public Services such as accessible public education.*

Primary Priority 3: *Empower communities and women, targeting young women, living in poverty and exclusion to secure their rights to land and natural resources for improved livelihoods and sustainable agriculture, as well as advocating for climate justice.*

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

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

Strategic Shift 1: *To be an agile Country Program with requisite capacities to respond to the shifting sands of our operational environment at the local, national and global level. Our internal infrastructure, staff capacities and culture will have to be augmented to suit the tasks ahead.*

Strategic Shift 2: *To build a culture of learning and quality Monitoring & Evaluation that generates knowledge, evidence-based alternatives, communicates and delivers impact.*

Strategic Shift 3: *To collectively prioritise*

securing resources from diverse sources aligned to our vision while building a culture of fundraising innovations and optimal deployment of resources.

Strategic Shift 4: *To embrace a culture of innovation and actively undertake digital transformations that revolutionise our ways of working in Zimbabwe and throughout the Federation.*

Child Sponsorship has been the traditional funding source for AAZ. However, with the decline in yield on the source markets, coupled with adverse economic trends that include inward looking measures by domestic governments in source markets, AAZ intends to attain financial and institutional sustainability through a diversification of its funding streams. A multi-pronged approach will be adopted in which child sponsorship will be modernised for greater supporter appeal. This will include strengthening ties with institutional donors, fostering community-private sector linkages through corporate social responsibility/ investment arrangements with the private sector players that share our values, closer collaboration with High Net Worth individuals and promoting local community self-help initiatives, amongst other approaches.



OUR IDENTITY

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 Organisations (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.

Core 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: ActionAid Zimbabwe 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. ActionAid will work to address intersecting inequalities in gender, income, location, disability, age, race, ethnicity, class, sexual orientation and gender identity that exacerbate poverty and exclusion.

OUR PROGRAMME APPROACHES

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 socio-economic and political planes. Based on its transformative feminist leadership ethos, AAZ will work





Africa We Want

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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, unemployment 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 embracing new innovations to combat poverty through broad alliances and solidarity between communities, people's organisations, social movements and other allies. We will work together across geographic boundaries to 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.





CUNY, N.Y.

ZIMBABWE CONTEXTUAL ANALYSIS

Zimbabwe has been, for the past few years going through a transitional phase. Although the general desire has been to move from authoritarian rule to a democratic, just and open society, this has not been an obvious trajectory. The transition to a just society is thus at best a continuous process, and this is the context within which AAZ interventions have been implemented in the past, and most likely for the greater part of the life of this strategy. In this section we provide a synopsis of the prevailing context, for the purposes of situating our proposed interventions for the next 5 years.

The Political Context

One of the most significant developments in 2017 was the departure from the political scene of former President Robert Mugabe,

whose resignation was a result of a combination of citizens pressure, military intervention, a parliamentary impeachment process that had been set in motion and a vote of no confidence from his party – Zimbabwe African National Union Patriotic Front (ZANU PF). Although this was a significant political development, followed by a general election in July 2018, which saw ZANU PF retaining control of central government, parliament and a significant number of local authorities, the political environment has largely remained the same. The economy has continued to be on a freefall, and this has a huge bearing on state-society relations which define the context in which AAZ interventions are executed.

The continued suppression of civil and political rights, among them freedom of information, rights to assembly and expression points to the need for us to explore fresh thought, innovation and unconventional action. The civic space continues to shrink. In January 2019, the government responded to protests with the first quarter of 2019 having witnessed a total internet shutdown. Expanding the space for the civic rights would not only afford citizens the latitude to enjoy and exercise their rights—it would facilitate the rejuvenation of, for example, the currently stalling efforts at devolution (and by extension, service delivery in the public sector).

The Economic Context

Zimbabwe is currently facing severe economic challenges at all levels – the fiscal space as well as the monetary policy arena. The country was ranked overall 156 out of 189 in the 2017 United Nations Human Development Index¹, with a Gross Domestic Product per capita of a paltry USD1,333. While various figures have been proffered by different institutions, the average rate of 42 per cent has been widely accepted as Zimbabwe’s annual inflation rate by the end of 2018, a figure that has resulted in the continued increase in the cost of goods and services to the ordinary citizen. The country is using and will at least in the foreseeable future continue to use a basket of currencies, with the United States Dollar (USD) as the currency of reference². The basket of currencies is utilised alongside the Bond Note, which has aroused controversy to the extent of it often being touted as a ‘surrogate currency’. Authorities continued to insist that the Bond Note and the USD were at par, with the market placing a lesser value on the Bond Note, thus creating price distortions which are hitting the poor the most.

The situation is not helped by the bulging public debt that stands at a colossal \$17 billion,

- 1 <https://countryeconomy.com/countries/zimbabwe>
- 2 See 2019 Budget statement, pp37: <https://t3n9sm.c2.acecdn.net/wp-content/uploads/2018/11/2019-National-Budget-Speech.pdf>

industrial contraction, emasculated public service delivery, staggering unemployment, an insurgent AIDS prevalence rate and the liquidity crunch. Corruption and the bane of illicit financial flows (IFFs) only serve to exacerbate an already perilous state-of-affairs.

With 1.2 million children out of school as per the Ministry of Primary and Secondary Education and 80% of women, who command most of the domestic labour force, out of work, the need for urgent and targeted interventions cannot be gainsaid. As domestic violence ravages the prospects of women, the scourge of Early, Forced Child Marriages (EFCM) continues to deplete even the younger demographic of the female population. Several young adult women have been pushed into sex work and its attendant ills due to the economic challenges faced by the country. The exclusion is not limited to the individual or domestic scene—it extends to the macro level as well, thereby muffling women voices in national discourse and beyond.

Considering the foregoing, AAZ recognizes the increasing multi-dimensional inequalities based on power, gender, sexual orientation, age and wealth distribution among other factors. Political power is still male and adult-dominated at Zimbabwe's national and local government levels. Significant wealth is



in the hands of a few elites and multi-national corporates at the expense of the majority of women and young people living in poverty and exclusion. The shrinking national fiscus, largely due to mal-practices of corruption, tax evasion, avoidance and externalization of profits continues to compromise the provision of quality gender responsive public services in Zimbabwe.

Humanitarian Situation

Natural and man-made shocks have been on the increase in Zimbabwe over the last decade. Climate change-induced shocks, that include frequent droughts, floods, pestilence, among others, have soared in recent times, destroying vital infrastructure and displacing communities, while reversing the little development gains realised. Human induced adversities, such as the plummeting socio-economic situation, have also worsened the capacities of communities to lead viable lives without external support. The spiralling inflation, displacement due to economic activity such as mining, and the politically-induced disturbances have given rise to never-ending humanitarian situations that elicit response. Oftentimes, the voice of the affected communities, especially that of women and children who are often abused by powerful individuals, is not considered in the response efforts...

Despite the challenges in the external operating environment, there are new emerging opportunities that ActionAid Zimbabwe will need to take advantage of in advancing and operationalizing this strategy over the next 5 years. These include, among others:

- Emerging vibrant and agile social movements with the capacity to mobilize and action on economic, social and political issues that are in line with ActionAid Priority areas
- Zimbabwe has endorsed the Sustainable Development Goals (SDGs). These are a universal call to action to end poverty, protect the planet and ensure that all people enjoy peace and prosperity³. The 10 Goals prioritized by the Government of Zimbabwe correlate to the priorities ActionAid Zimbabwe will be advancing between 2018 and 2023
- The 2013 Constitution has a more comprehensive Bill of Rights that among other merits caters for the social, political and economic rights of women, youth, children and other special populations. This Constitution thus provides an opportunity for ActionAid Zimbabwe, its partners and civil society to demand accountability from the state on the fulfilment of the broad range of rights enshrined in it
- Zimbabwe's commitment to adhere to

3

See: Zimbabwe Position Paper on SDGs

international norms and ⁴standards that seek to promote the rights of women, children, youth and other ordinary citizens gives civil society an opportunity to demand accountability from the state and other duty bearers on the fulfilment of citizens' rights

- The new education curriculum introduced by the Ministry of Primary and Secondary Education gives room for engagement on advancing and Promoting Rights in Schools
- A youth population dividend compounded by the existence of youth's platforms engaging on ActionAid Prioritized areas
- The increase in internet use in Zimbabwe presents opportunities for use of ICTs and social media for NGOs such as AAZ. ICTs reduce carbon emissions, are friendly to the environment and promote value for money, a thrust AAZ is pursuing.

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See for example: Africa Development Bank Country Profile 2014-2016

THREATS

- The protracted political and economic uncertainty and the inconsistent policy environment in Zimbabwe may frustrate some donors, existing and potential investors and international agencies resulting in donor fatigue
- Proneness of Zimbabwe to different meteorological and epidemiological hazards constitutes a big threat mostly on sustainable agriculture and economic recovery of Zimbabwe
- The global economic fluctuations with the correlated implications on the disposable incomes of AAI's supporters across the globe
- Possible slide back to authoritarianism characterised by increased state repression leading to shrinking civic and political space.

LEARNING FROM OUR PAST: KEY ACHIEVEMENTS AND LESSONS LEARNT

The review of the current strategy highlights key achievements, lessons and challenges that will inform ActionAid Zimbabwe's work for the next 5-year strategic period. It is with that backdrop that we have highlighted our key achievements, and lessons as discussed below:

Empowering women to claim their rights to land and natural resources: Our work on mobilizing women's participation through the land campaign led to an increase of women leadership in decision making structures at local and national level. ActionAid Zimbabwe coordinated a robust mobilisation of Zimbabwe women to engage in the Africa-wide Land Campaign - 'The Kilimanjaro Initiative' – to create awareness on women land rights issues in Africa and in Zimbabwe.

Promotion of Climate Resilient Sustainable Agriculture (CRSA) practices among smallholder producers, while ensuring increased access to and control over land resources by women: Our work on CRSA led to an increase in the number of farmers adopting and practicing the CRSA initiative through livestock management, organic compost, fodder production, crop rotation, demo plots, post-harvest management and farmer field schools. These initiatives have led to enhanced household food security and resilience to climate change. AAZ lobbied the government to enhance women's access to

and control over land, bringing much relief to widows, women in polygamous relationships, divorced women to mention a few categories. This was done through multiple initiatives including the Kilimanjaro Initiative, working in coalition with other peoples' organisations (Rural Women's Assemblies as a case in point).

Increasing access to gender responsive public services: Communities are now more organized and coordinated to respond to the challenges in public service delivery by actively engaging with local duty bearers for collective planning and participatory policy making. Our approach to building women leadership has led to improved participation of women and youths in decision making platforms for service delivery, particularly attending Full Council meetings, Council feedback meetings and budget formulation processes. Ward Committees are also becoming active in facilitating dialogue with local District Officers to demand quality service provision.

Breaking the cycle of Violence Against Women and Girls (VAWG): Our institutional support to the RWAs and the Safe Cities Campaign contributed towards creating awareness on VAWG, expanding access to legal redress and health referral services for women and girls and training the law enforcers especially the police.

Improving access to Sexual Reproductive Health Services (SRHS): Our support to institutions of youth such as the Girls Empowerment Clubs (GEM) and Boys Empowerment Clubs (BEM), and collaboration with health institutions and other key partners like Zimbabwe National Family Planning Council (ZNFPCC) has greatly contributed to Comprehensive Sexuality Education (CSE) among young people, as well as access to sexual reproductive health services, thereby contributing to Maternal and Child Health goals by preventing HIV and other STIs and unplanned pregnancies. Harmful cultural practices like Child Early and Forced Marriages (CEFM) are on the decline because of our sustained advocacy work.

Women led-Emergency response: Between 2014 and 2018 AAZ responded to the Mbire floods through provision of food and non-food items, the typhoid outbreak in Nyanga through non-food items distribution and the drought in Manicaland through cash transfers and school feeding. In 2016 and 2017, AAZ directly implemented a cash-based transfer in Makoni and Nyanga districts reaching 64 427 and 42 151 people respectively with support from WFP and IHART. This covered 37 wards reaching 400 household in three wards in Makoni. Women participation was high both in the cash distribution committees as well as the primary recipients of the cash with 70 per cent of members being females and 30%

being males. Women took leadership roles during the project implementation and this was very encouraging. Household diet and food consumption significantly improved. The post distribution monitoring for the programme pointed that the entitlements were enough for the households.

KEY LESSONS

Achieving financial sustainability: Raising adequate partnership income to support the implementation of our strategy (programme led funding) is a more sustainable approach to resourcing the strategy. We will endeavour to build strong systems and capacity for fundraising as well as to improve our utilization capacity to remain competitive. The Zimbabwe operating environment and its impact on our financial sustainability will require us to adjust our financial management systems to guard against loss occasioned by exchange rate fluctuations of the already volatile economy.

Harnessing the energy and enthusiasm of young people is critical to our work around governance as they offer our best opportunity to modelling a new culture of accountability in the management of public services.

Building Feminist Leadership will be an essential part of our Organizational Development approach in the next strategy.

We will embrace feminist leadership approach, going beyond policy to practice.

The restrictive mass media environment in Zimbabwe calls for the Country Program to be innovative and use all possible media avenues as much as possible and most importantly harnessing **the power of digital and community media** which will be critical in our approach as this promotes participatory approaches.

We have learnt that there is need for continued civil society's collective dialogue and strategic engagement with the state after experiencing a shrinking political space. The signing of the African Charter on Democracy, Elections and Governance (ACDEG) by the President of Zimbabwe offered promise to the citizenry with hopes citizens will be able to hold the government to account. AAZ's role in engagements with SADC and the relevant African Union organs and departments have underlined civil society's role in deepening citizens' participation towards shaping the new socio-economic trajectory of the nation, but also towards the realisation of the SDGs and Agenda 2063 (The Africa We Want).



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 primary programme priorities and one cross cutting intervention in the 2018-2023 CSP as outlined below:



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

Under this priority, AAZ will, as articulated in the 2018 Social Justice Manifesto, and building on existing programming, work directly and in partnership towards:

- 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 (WR) 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 SRHR discourse.

Campaigns

AAZ will join the entire AAI federation on the One Global Campaign annually. The Campaign is focusing on women's labour, decent work and public services. Central to the Zimbabwe women's rights agenda will be the focus on women's labour, decent work and unpaid care work.

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 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.

Assumptions

- It is hoped there will be no backlash from patriarchal institutions on feminism
- The political situation remains stable hence disruptions to activities are not experienced.



Priority 2: Ensure Increased Civic Participation And State Accountability For The Redistribution Of Resources And Delivery Of Quality, Gender-Responsive Public Services.

Under this second Priority, AAZ will focus on four intricately linked areas:

- 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), 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 ⁵to influence the enactment and implementation of policies, laws and strategies to deliver Gender Responsive Public Services 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
- Establish national and local level linked coalitions in AAZ's LRPs to

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

develop, monitor and advocate for Indicators/Index on quality Gender Responsive Public Education and Urban Services

- Support implementation of service delivery programmes⁶/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).

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

Campaigns

Through Priority 2, AAZ will join hands with other like-minded organisations and citizens in relevant country specific campaigns that will feed into the One Global Campaign as follows:

- The Tax Power Campaign: arguing for progressive tax that is progressively spent
- The Land Rights Campaign for displaced communities in mining areas. This will challenge land grabs and defend women's right to land
- The Safe Cities Campaign, which campaigns for attitudinal change and public-sector reforms to reduce violence against women in urban areas). In each case, strategic coalitions and alliances are built with other actors to advance the campaigns.
- Provision of GRPS.

Linking Priority 2 with other Programme Priorities

The Priority area 2 is linked with Priority areas 1, 3 and 4 in several ways: The CSP priority areas seek to shift and transform the various forms of power that inhibit people living in poverty and exclusion from realizing their social, economic and political rights. 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. Other linkages are on the work around redistributing resources to eliminate inequalities as well as building peoples' resilience in social, economic and political aspects. This also include a push for the State to provide 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's 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.



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. The engagement is from local, national and international platforms. These include Local and National Budget Consultations, Provincial and International Mining Indaba's, Southern African Development Community (SADC) and African Union (AU) and the Commission on the Status of Women (CSW).

Assumptions

- The country's political administration will be willing to engage CSOs
- Regional and international institutions/blocks will value CSO contributions and treat them as important partners in the discourse
- There will be rule of law, with the attendant respect to the freedoms



Priority 3: Strengthen Resilient Livelihoods And Secure Climate Justice

exacerbates the dependence syndrome on external inputs resulting in loss of indigenous seeds and knowledge, which has resulted in diminished influence by women and youth on the food production systems.

Since 2016, AAZ has been leading a consortium implementing part of the Zimbabwe Resilience Building Fund (ZRBF) project – The Zambezi Valley Alliance, where we are leading on building communities' absorptive, adaptive and transformative capacities. This has significantly complimented AAZ's work on Climate Resilient Sustainable Agriculture (CRSA). Combining work in the three districts along the Zambezi Valley – Binga, Kariba and Mbire, as well as ongoing work in communities we are rooted through our LRPs, a firm foundation has been built on promoting agro-ecology. For the next five years, AAZ will increase the focus on enhancing the capacities of women and youth smallholder farmers to absorb, recover and adapt to the effects of shocks and stresses in a manner that protects livelihoods and recovery gains, and supports sustainable transformation.

AAZ will aim to increase adoption of agroecology approach as the viable solution to fighting against the effects of climate change and achieving food sovereignty. Through agroecology women and young farmers who do not have an adequate voice will be able to influence decisions that affect their livelihoods by participating in decision making

processes. AAZ will contribute to influencing the agenda on climate change and climate justice by advocating for favourable national, regional and global climate adaptation policies. AAZ will strengthen government engagement in advocacy for climate justice policies the effective implementation will include efforts in analysis and influence of National Adaptation Plans.

Priority 3 will align with SDG 2, which talks about ending hunger, achieving food security and improved nutrition. The priority also links with SDG 8 whose objective is to promote sustained, inclusive and sustainable economic growth, full and productive employment. The two goals also relate to SDG 12, which aims to ensure sustainable consumption and production patterns. In efforts to defend the rights of people living in poverty and promote their natural resource rights, Priority 3 will align with SDG 15 which speaks about protecting, restoring and promoting sustainable use of terrestrial ecosystems as well as sustainably managing forests.

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.

- 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 through practising agroecology.

Key Actions

- Establish links with research institutions to ensure effective, evidence based and nutrition sensitive programs
- 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.

Campaigns

Priority 3 will contribute to the AAI One Global campaign through promoting economic alternatives for women with a focus on alternatives that reduce Unpaid Care Work (UCW).

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.

Assumptions

- Government is willing to make pro-poor policies in terms of adaption and mitigation to hazards and disasters
- Government allows CSO involvement and participation in implementing and developing agricultural and climate change policies
- Availability of sustained funding for adaption and mitigation work on livelihoods and climate justice.



CROSS-CUTTING INTERVENTION: ADVANCE TRANSFORMATIVE WOMEN-LED EMERGENCY PREPAREDNESS, RESPONSE AND PREVENTION

ActionAid Zimbabwe has established a humanitarian signature, particularly in our LRP. Although these communities are not permanently in a crisis of a humanitarian nature, Zimbabwe has generally been deemed to be in a protracted crisis occasionally needing emergency responses. Since the year 2000, Zimbabwe has been experiencing economic and humanitarian challenges resulting from a complex web of overlapping factors, some of which include erratic weather patterns, hyperinflation, shrinking economy and receding international community. This has induced severe hardships on the already impoverished households resulting in worsening vulnerability for both the rural and urban populace.⁷

There is growing evidence of the disproportionate impact of risks and

⁷ See ZIMVAC Report of 2009

hazards on women and girls in emergencies globally and is even more pronounced in the Zimbabwean context hence the justification for AAZ's women led signature in emergency preparedness, response and prevention. Guided by local and international codes of practice, such as Safeguarding Policies and Core Humanitarian Standards, AAZ will seek to respond within the scope of available resources to save lives, restore livelihoods and the dignity of affected communities, as well as support them to build back better and stronger. This will be achieved through advancing transformative, women-led emergency preparedness, response and mitigation.

It is envisaged that the Cross-Cutting Intervention, response and prevention work will contribute significantly to the Global Agenda 2030 on Sustainable Development Goals (SDGs) particularly on SDG 2 (ZERO Hunger), SDG 6 (clean water and sanitation), SDG 10 (reduced inequalities) and SDG 16 (peace, justice and strong institutions).

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 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 emergencies - 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.

Adopting Climate Resilience, Emergency Preparedness and Response as part of our integrated programme design - We recognise that strengthening resilience,



preparedness and response is not only about disaster management, but also an essential component of integrated programming. We will strive to reduce the impact of stress and shocks on people living in poverty and exclusion by ensuring that the required capacity is built at the community levels. We will mobilise their institutions and federate to influence adoption of appropriate policies with adequate resources for timely and effective preparedness, response and recovery linked with long-term development. We are committed to adopting Conflict Sensitive Programming, analysing and consciously avoiding or minimising negative effects of our interventions while consciously endeavour to create positive impacts on conflict dynamics.

Linking Cross-Cutting Intervention with Programme Priorities

Evidence shows that disasters are likely to increase in Zimbabwe, particularly those that are weather-related and associated with the impacts of climate change. This will induce severe hardships on the already impoverished households resulting in worsening vulnerability for both the rural and urban populace. Therefore, 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.

Alignment with the Global, Regional and National Policy and legislative frameworks - In implementing the Cross-Cutting Intervention, considerations will be given to the global, regional, national and district specific legislative frameworks and there

will be advocacy work around ensuring humanitarian work speaks to the needs and dictates of the law. These include but not limited to the International humanitarian law, the Refugee law, Human Rights law, Red Cross Code of conduct for NGOs, the Sphere standards, Core Humanitarian Standards (CHS) and OCHA Guiding principles for IDPs, the Zimbabwean Constitution, the National Gender Policy, the Zimbabwe Humanitarian Response Plan of 2016, the Civil Protection Act, the Rural District Council's Act, the Urban Council's Act and Council By-laws.

Assumptions

- Government will remain a party to international conventions, treaties and protocols etc on DRR and emergencies
- International humanitarian organisations will continue to support local institutions and NGOs with financial support.

OUR ORGANIZATIONAL SHIFTS

We recognize the strong and explicit

connections between priorities and organisational shifts. How we organize ourselves and act will determine how well we fulfil our purpose and justify our relevance.

STRATEGIC SHIFT 1: ORGANISATIONAL CHANGE

To be a more agile, unified and networked Country Program

Effective realization of this CSP presupposes the existence of competent, motivated and engaged staff, passionate to transform the organization into a champion of social justice. AAZ will manage changes and promote agility so that the organisation is adaptive to changes and capable of taking timely actions that are aimed at meeting the organization's objectives.

During the life of this CSP, AAZ will initiate a process of transforming from being a Country Program to be an Associate and ultimately become an Affiliate, in line with Action Aid International's ongoing internationalization process. This will be informed by the operating environment.

We will 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 Program 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 Program, we will invest in advancing Feminist Leadership principles in our leadership and management practices. We will actively build capacity in staff, partners and community members through inductions, capacity building initiatives, and by enhancing already existing women friendly organisational policies and practices. This will be a major step in embedding the safeguarding concept in all our spheres of work, and partnerships.

We will 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. This Shift will be reflected in our HR & Organisation Development, Finance, Partnership, and Procedures Manual, Partnership Policy, Gender, IT Policies and relevant documentation.

STRATEGIC SHIFT 2: MEASURING CHANGE,

LEARNING AND GENERATING KNOWLEDGE

To build a culture of learning and a quality M&E that generates new knowledge, evidence-based alternatives and communicates impact.

As a learning organisation, the Country Program will continuously track, measure and build on learnings from the previous strategy. The shift entails looking at how culture, capacities and infrastructure influence the changes we want to see in the next five years.

Culture: AAZ will de-mystify Monitoring, Evaluation and Learning and make it a shared responsibility. Continuous refresher trainings on the HRBA approach will be conducted to ActionAid staff and partners, for them to be equipped with knowledge to better understand the social change and facilitating social change processes.

Capacities: ActionAid Zimbabwe will 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: The use of the 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. Additional knowledge will be generated through 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). AAZ will build the capacity of partners and communities on VfM concepts to ensure that focus is not on simply adopting the cheapest options but to go a step further in understanding what is driving costs and obtaining desired quality at the lowest price. Increased transparency and accountability in AAZ's operations will help to drive the VfM agenda and all staff need to be prepared to explain their VfM decisions publicly. The ActionAid VfM principles will be applied from programme design and implementation using guidelines such as economy, efficiency, effectiveness and equity. Economy will focus on whether AAZ or its partners are buying inputs of the appropriate quality at the right price. On efficiency AAZ will zoom in on the best ways to convert project inputs to outputs. AAZ will emphasize Effectiveness by focusing on how well outputs from an intervention are contributing to desired outcomes and Equity which is at the core of AAZ's founding principles, to justify AAZ's presence in Zimbabwe, working with the most marginalized to ensure that no one is left behind.

Communicating our impact

We will invest in a more robust consistent documentation and knowledge management systems across our programmes such as Management of Information Systems (MIS) and setting up of a resource centre to provide platforms for sharing knowledge on best

practices, storage of researches, provide wider reading and 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 and other stakeholders. 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. We will provide capacity building to partners and staff on information storage and design and as well as sharing systems for priority work to enhance our learning platforms and knowledge management systems. This will include use of the MIS platform, shared drives, stories hub and organisation website.

STRATEGIC SHIFT 3: RESOURCING OUR WORK

RAISE OUR PROFILE, IMPROVE OUR SUPPORTER BASE AND DIVERSIFY OUR FUNDING SOURCES TO ACHIEVE FINANCIAL SUSTAINABILITY.

Political and economic shifts are taking place throughout the world which will impact the fundraising environment for Zimbabwe in unpredictable ways. To ensure that we are responsive to these changes, we will be growing regular giving and partnership incomes at country and international levels to resource the Country Strategy (2018 – 2023). Our ways of fundraising will include innovative strategies, strengthening relationships with institutional donors, High Net Worth individuals, exploring community-based crowd funding mechanisms, tapping onto the corporate world that shares our values as well as introducing individual giving in Zimbabwe in line with the growth of the economy. To this end, we will aim to put in place stronger systems to pre-position ourselves - including through the development and application of fundraising strategies - and develop a pipeline for potential opportunities as well as building up a repository of capacity statements and

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. As we digitalise and harness new innovations, AAZ's transition from the current Sun systems set up to the new GFS and CMS will be done to be able to better manage available resources to the satisfaction of stakeholders and funding partners. We will work at attracting new partners and 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. There will be timely disbursements of funds to partners and setting up of appropriate ways of resourcing strategic partners. Efforts will be made to improve programme delivery and professional conduct of partner compliance activities, internal audit and institutional and donor external audit processes. Reviews to get feedback on areas requiring improvements and to sharing information with key stakeholders and potential partnerships will also be done. AAZ and partner staff will be continuously trained and re-oriented on evolving systems, while maintaining routine practices such as basic finance training for non-finance staff.

case studies to showcase our work under the three thematic priorities.

We will develop better internal knowledge management systems to ensure that necessary programmatic learnings, successes and challenges are captured and shared with donors and other interested stakeholders. Post-award management will also be strengthened to ensure that fundraising supports the smooth implementation of donor-funded projects including during the inception and exit phase. This will ensure that we do not over rely on sponsorship income but can make use of institutional and other innovative funding streams.

We will also 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.

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. Our value for money (VfM) approach will remain focused on the 4Es which economy, efficiency, effectiveness and equity are.

Strengthening Financial Management

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.

Innovation and use of technologies will help drive our 5-year strategy including our ambition to be a more agile and networked organization, enabling us to respond to the external environment. The advancement of ICTs is becoming a huge market for branding, fundraising advertisement, communication and connectivity for organizations with the rest of the world. The ICT market includes 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. ICTs are friendly to the environment and promote VfM. With the evolving of new technology and social media, there are endless possibilities for creative NGOs. AAZ will seek to use ICTs in programmes, communication, Human Resources and Organizational Development



(HROD) and financial management as we seek to remain an agile organization in a changing global environment as the following:

We will 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's priorities and organisational shifts. We will upgrade our financial systems such as the sun system and vision to a cloud-based system to centralise the management of financial systems. In a bid to contribute towards the reduction of the carbon foot print, 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.

We will link AAZ intranet network platform with other AAI Country Programmes globally to facilitate connectivity with the rest of the federation. There will be a thrust of creating internal processes to foster strategic innovations at all levels including in programmes and across strategic shifts. Strategic engagements with mobile service providers will be done to ensure vulnerable communities have access to network coverage to enable their internet connectivity locally, regionally and internationally. (Mobile

Network coverage/penetration should increase in the excluded areas in Zimbabwe following campaigns for equitable access to new technologies. We will seek to make strategic investments in terms of deliberately budgeting for ICT infrastructure and gadgets and for capacity building for staff, partners and communities to embrace the use of technologies and innovation in all aspects of our work to drive greater organisational efficiencies and effectiveness in our systems and processes as we drive a culture of innovation and digital transformations.

We will support staff and communities to use inclusive technologies which promote our accountability 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.



COSTING THE STRATEGY

The following table is a summary of the income projection and funding mix for the period 2018 to 2023:
CSP Financial Projections – 2018 –2023

Projected Income

Description	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Total
	GBP						
Regular Giving	998,000	1,047,900	1,100,295	1,155,310	1,213,075	1,273,729	6,788,309
Institutional Income	1,384,615	3,023,077	3,175,385	3,342,923	3,527,215	3,729,937	18,183,152
High Value	115,385	153,846	192,308	230,769	269,231	269,231	1,230,769
Other	50,000	50,000	50,000	50,000	50,000	50,000	300,000
Total	2,548,000	4,274,823	4,517,987	4,779,002	5,059,521	5,322,897	26,502,231

Projected Expenditure

Total	2,394,713	3,685,907	3,887,409	4,049,544	4,074,726	4,448,035	22,540,335
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Deficit/Surplus	153,287	588,916	630,578	729,458	984,796	874,861	3,961,896
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Reserves	2.02	2.07	2.41	2.65	3.55	3.63	3.63
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Funding Mix

Regular Giving	39%	25%	24%	24%	24%	24%	26%
Institutional Income	54%	71%	70%	70%	70%	70%	69%
High Value	5%	4%	4%	5%	5%	5%	5%
Other	2%	1%	1%	1%	1%	1%	1%
Total	100%						

