

Chiedza Child Care Centre

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# Strategic Plan

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2018-2022





# Acknowledgements

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# Acronyms

CBT	Community-Based Trainers
DSW	Department of Social Welfare
ECD	Early Childhood Development
ECS	Early Childhood Simulation
IGA	Income Generation Activities
ISAL	Internal Savings and Lending Schemes
M&E	Monitoring and Evaluation
MoHCC	Ministry of Health and Child Care
MoSE	Ministry of Primary and Secondary Education
NAC	National Aids Council
NFE	Non-Formal Education
NGO	Non-Governmental Organization
OSSG	Out of school Study Group
OVC	Orphans and Vulnerable Children
PSS	Psycho-Social Support
PTCE	Part-Time Continuing Education
SRH	Sexual Reproductive Health
SWOT	Strengths, Weaknesses, Opportunities and Threats

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## 1.0 EXECUTIVE SUMMARY

Chiedza Child Care Centre (Chiedza) chose to embark on a five-year strategic formulation process in November 2017. This was as a result of the coming to finality of the preceding three-year plan ending 31 December 2017. The timing was perfect but unfortunately it coincided with a sudden political situation which led to the change of presidency in Zimbabwe. The uncertainties associated with such unprecedented occurrence led the organization to postponing the strategy formulation process up to a time when everyone was comfortable to adopt the right frame of mind for such a process. By February 2018, it became clear that citizens could go on their daily business as a state of calm prevailed.

The analytic phase of the strategic formulation process was able to examine who Chiedza is and its interstices. Four thematic areas were clearly spelled out, namely, Education, Child protection, Health, and Economic Strengthening. Strengths and weaknesses were revealed. The external environment was examined. Clients and stakeholders were clearly analyzed. Opportunities and threats were examined together with strategic issues culminating in a TOWIS Matrix. In the TOWIS Matrix, the strategy to consolidate work and geographical span permeated through the Maxi-Maxi, Maxi-Mini, Mini-Maxi and Mini-Mini combinations.

Chiedza conclusively adopted a consolidation strategy in the 2022 mission. Chiedza is going to consolidate its reach to vulnerable children in the current geographical areas. Chiedza is also going to consolidate its efforts in the current thematic work areas.

The Chiedza team came out with a shared vision: "To contribute to a Zimbabwe where children are happy, healthy and empowered with bright futures". The team formulated an expanded mission: "To provide access to education, protection, health and nutrition services to CWC in Masare South and Zimba districts through creating an enabling environment for the staff and board to ensure they are capacitated to meet the needs of the clients and funding partners."

Several goals, 49 in number, tied to thematic areas, were generated. These goals were weighted on a balance scorecard.

## 2.0 INTRODUCTION

This document presents Chiedza's Strategic Plan for the period 2018 to 2022. It provides a framework for the understanding and formulation of interventions and activities towards the attainment of the organizational vision, mission, goals and objectives.

# 3.0 Who is Chiedza Child Care Centre?

Chiedza is a local non-governmental organization which is registered with the Ministry of Labour and Social welfare. It was registered in 2003 and its registration number is PVG 16/2003. Its offices are situated in Arbennie, Harare, Zimbabwe at number 37 Strachan Road. Chiedza is operating in Harare South and Zimba districts under four key thematic areas:

## Thematic Areas



### Education

Services provided include direct school fees payment, inclusive education, part-time continuing education, out of school study group, sports development, and early childhood development.



### Health & Nutrition

Services provided include nutritional assessment, perinatal and adolescent HIV and AIDS, school health assessments, sexual reproductive health, as well as wet and dry feeding.



### Child Protection

Support provided includes birth registration, parenting sessions, counselling, support groups for caregivers of disabled children, as well as referrals and case management.



### Economic Strengthening

Services provided include internal savings and lending schemes (ISALS), selection, entrepreneurship, planning and management (SEPM), income generation activities (IGA) training, start-up kits, as well as support for schools with income generation projects.

## 3.2 Client Communities

In pursuit of its vision, Chiedza carefully identified its client communities having studied the nature of vulnerability among children. The list below forms the current seven client communities identified by Chiedza:

- Any child below the age of 18 who is vulnerable
- Orphaned Children
- Children who are out of school
- Children living with HIV and/or exposed
- Children with disabilities
- Abused Children and those at risk
- Caregivers of DVC Supported by Chiedza programs

## 3.3 Organizational Structure

Chiedza Child Care Centre's work deals with children who are orphaned and vulnerable - thereby making its work sensitive. Its structure takes into account the sensitivities and nature of the nature of work. Gender issues are also of concern in the structure.

### (a) The Board

The Board consists of 3 women and 4 men of integrity to provide oversight on the activities of the organization. Each Board member is an expert in one area or the other relevant to the needs of either the organization or the client communities. The Board has experts in the fields of health, education, finance, development work, law, public relations and projects development.

- i. Board Chairperson: Mrs. Sekai Chibaya
- ii. Board member: Mr. E. Chetty
- iii. Board member: Mr. Chidzonga
- iv. Board member: Dr. Matarirwayo
- v. Board member: Mrs. Nyujogo
- vi. Board member: Mr. Zuzweni
- vii. Legal Advisor: Mr. T. Mugabe

### (b) The Secretariat

A competent secretariat runs the organization's day to day mandate. The team includes:

- i. Director - Mrs. Spike Chikawa
- ii. Three sectional managers: Wellington Mupfema, Uredo Chinyemara and Bernard Jani
- iii. Five operations team members: Chiphiso Michalla, Ophamanta, Janet Chiruka, Rutendo Randozo, Deborah Mawunga, and Alice Chirandata
- iv. Five administrative team members: Shyema Mhaka, Gona Mabhiza, John Sigauke, Shephard Mutsvairo, and Charity Kashegure
- v. Three interns: Keith Chigayi, Simpsanzane Chidawa, and Brilliant Resheanodye
- vi. Five volunteer teachers: Shook Mazoni, Ruth Samuiviro, Dorothy Chidawa, Naome Kaitongoda, and Albert Dhangwa

These are some team members participated in the drafting of this strategic plan demonstrating commitment to the strategy.



## 4.0 WHAT ARE WE DOING AND WHAT DO WE WANT TO DO?

Chiedza has been implementing an array of activities in the past three years (2018-2017) and summary of the total reach per activity is provided for in table below. Chiedza seeks to scale up its target reach in the next 5 years in all thematic areas.

THEMATIC AREAS & ACTIVITIES	Current Reach	Target Reach by 2022	% growth
<b>EDUCATION</b>			
Out of School Study Group	204	500	194%
Part-Time Continuing Education	226	500	122%
Direct School fees	120	500	316%
Inclusive Education	120	320	166%
Early Childhood Development	112	200	78%
School block grants	3	25	400%
<b>Total</b>	<b>788</b>	<b>2,145</b>	<b>173%</b>
<b>CHILD PROTECTION</b>			
Case management	548	1,000	52%
Disability	210	500	135%
Birth certificates	250	500	100%
Counselling	200	338	87%
Parenting	778	1,291	67%
Community volunteers	100	150	50%
<b>Total</b>	<b>2,083</b>	<b>3,776</b>	<b>51%</b>
<b>HEALTH</b>			
Children living with HIV	709	3,000	323%
Early Childhood stimulation	348	2,000	478%
Sexual Reproductive Health	500	5,500	453%
Nutrition	2,082	4,470	114%
<b>Total</b>	<b>3,737</b>	<b>12,970</b>	<b>247%</b>
<b>ECONOMIC STRENGTHENING</b>			
Internal Savings and Lending Schemes Training	2,925	3,500	17%
Vocational Skills Training	60	150	150%
<b>TOTAL</b>	<b>2,985</b>	<b>3,650</b>	<b>22%</b>

**9,594**

Net reach  
2018-2017

**22,541**

Estimate reach  
2018-2022

**135%**

Net Percentage  
expansion 2018-2022

#### 4.1 Resources required by Chiedza to accomplish set goals in the next 5 years

Chiedza pursued a three-year strategy in the last term. The current strategy has been expanded to five years, resulting in creating a growth distortion in the goals. In order for Chiedza to effectively and efficiently meet the above set targets in the next 5 years, an inventory of the resources, that is, human resource, infrastructure, and equipment was taken, and gaps noted. Below is a table of the areas noted in terms of what the organization currently has and what it needs to fully accomplish the projected work:

AREA	RESOURCES CURRENTLY PROVIDED	ADDITIONAL REQUIRED RESOURCES
Human Resources	1 Health Officer	1 Assistant Health Officer, 1 Sexual Reproductive Health officer, 1 Early Childhood Stimulation Coordinator
	100 active community volunteers	Add 50 more volunteers. Retain 100 volunteers budgeting for monthly incentives
	1 Child Protection Coordinator	1 Child Protection Officer, 1 Intern, 2 Families matter Program Facilitators, 1 volunteer counselor
	1 Education Officer, 11 teachers (4 Primary, 5 FRCB, 2 ECC), 1 Education Intern	1 Education Assistant
2 Education Intern	1 Monitoring and Evaluation Coordinator and 1 Intern	2 Monitoring & Evaluation Assistant, 1 Communication Officer
	1 Economic Strengthening Officer, 18 Volunteers in Zimbabwe and 40 Community Based Trainers in Harare	1 Economic Strengthening Assistant, 1 Intern
	1 Finance and Administration Officer, Finance Intern, 1 Administration Clerk, 2 Gardeners, 1 Cook, 1 volunteer cook	1 Finance Assistant, 1 Grants Officer, 1 Receptionist, 1 Cook, 1 Guard, 1 Part-time gardener, 1 Driver
Premises:	Office blocks	Counseling Room, Economic Strengthening Office
	ECC block	Windows for the kitchen
	Grounds	4 Classrooms for secondary, ECC classrooms, tiles for classrooms and offices (temporary structures)
	Soup kitchen	Store Room
	Bazoko	
	Classrooms (3 primary and 4 ECC)	
	Paved Run	
	Health Corner & 4 Storerooms	
Vehicles	5 Vehicles, including 2 program vehicles. However, one is still under the ownership of World Education and the other 3 vehicles are for administrative purposes	3 vehicles for use by Program Officers in the field, 1 mini-bus
Equipment	1 public address system, 2 projectors, 3 cameras, 10 laptops, 6 desktop computers, 1 server	6 laptops, 10 desktops, air conditioners for all offices, 2 water dispensers, 1 coffee/tea maker, video camera, switchboard, new furniture at the reception, chairs for staff
	7 data collection tabs, 8 printers, 60 desks and chairs, 1 Photocopier, 1 generator, solar system	

#### Budget Determination

The consolidated budget with the listed requirements is contained in the budget prepared by the 31st August, 2018.



# 5.0 SWOT ANALYSIS:

## Reviewing our Strengths, Weaknesses, Opportunities & Threats



- |   |   |
|---|---|
| <ul style="list-style-type: none"> <li>■ Functional Board with diverse skills needed to unpack Chiedza programs and projects</li> <li>■ Diverse skills possessed by staff members</li> <li>■ Chiedza has infrastructure for its operations</li> <li>■ Strong accounting systems e.g. RASTEL</li> <li>■ Resource mobilization e.g. ability to attract donors as well as retaining existing ones</li> <li>■ Highly skilled personnel with NGO experience</li> <li>■ Sound Internal controls</li> <li>■ Off-site back up system</li> <li>■ Strong community presence</li> <li>■ Strong networking skills</li> <li>■ Good programme design</li> </ul> | <ul style="list-style-type: none"> <li>■ Weaknesses</li> <li>■ Shortage of staff</li> <li>■ Limited staff development programs</li> <li>■ ECD Centre needs refurbishment</li> <li>■ Inadequate programme vehicles</li> <li>■ Moderate staff turnover</li> <li>■ Lack of recognition on attainment on higher professional qualifications</li> <li>■ Unavailability of communications officer</li> <li>■ Use of pro-bono auditors delays the production of audit reports</li> </ul> |
|---|---|

## 6.0 EXTERNAL ANALYSIS

### 6.1 Where are we operating?

Chiedza is operating in Harare South and Zvimba districts. The choice of operating areas was driven by the glaring need presented by these areas in terms of high prevalence of HIV, through-putting to a high number of orphans and vulnerable children infected and affected by HIV. The two districts were among the poorest districts in the country according to national studies. Currently, Chiedza has been covering some areas in these two districts and as such, the organization will continue operating in these areas with the hope of scaling up its activities to other areas.

### 6.2 Who are the key stakeholders?

Chiedza is working with a number of stakeholders who have varying influence in terms of its operations. There are expectations from these stakeholders, and below is a table outlining them:

STAKEHOLDER	EXPECTATION
Staff members	<ul style="list-style-type: none"> <li>■ Competitive monthly remuneration and other benefits such as pension, medical aid, communication allowance, education, housing and vehicle loans</li> <li>■ Staff development programs</li> </ul>
Board Members	<ul style="list-style-type: none"> <li>■ Compliance of Secretariat to all organizational policies and systems</li> <li>■ Allowances</li> </ul>
Department of Social Welfare	<ul style="list-style-type: none"> <li>■ Involvement in all Chiedza programs involving children</li> <li>■ Quarterly and Annual reports, audited annual financial reports</li> <li>■ Financial support for some of their activities</li> <li>■ Attending monthly Child Protection Committee meetings</li> </ul>
Ministry of Primary and Secondary Education	<ul style="list-style-type: none"> <li>■ Clearance with the MCPSE to operate in schools</li> <li>■ Registration of Out of School Program which is being operated at the Centre</li> <li>■ In Zvimba, the district office expects their officers to accompany Chiedza staff for all school-based programs</li> <li>■ Chiedza should provide lunch allowance for their officers</li> <li>■ Quarterly reports</li> </ul>
Ministry of Women Affairs, Gender and Community Development	<ul style="list-style-type: none"> <li>■ Involvement in all programs involving women such as ISAs</li> <li>■ Registration of ISAs groups with the Ministry</li> <li>■ Quarterly reports</li> <li>■ Attend quarterly stakeholders meeting</li> </ul>

District Administration and Local Authorities	<ul style="list-style-type: none"> <li>■ Clearance to operate in their districts</li> <li>■ Quarterly work plans and reports</li> <li>■ Attendance in their monthly meetings as well giving program updates during these meetings</li> <li>■ Annual reports</li> </ul>
Ministry of Health and Child Care – District Office	<ul style="list-style-type: none"> <li>■ Joint work plans</li> <li>■ Submission of quarterly reports</li> <li>■ Involving them in clinic-based activities</li> </ul>
City Health Department	<ul style="list-style-type: none"> <li>■ Clearance / Approval to work in their clinics</li> </ul>
National Aids Council	<ul style="list-style-type: none"> <li>■ Quarterly reports of HIV programs</li> <li>■ Audited annual reports</li> </ul>
Other Non-Governmental Organizations	<ul style="list-style-type: none"> <li>■ Notification of activities which they can participate in where they are possible synergies</li> </ul>
Zimbabwe Republic Police	<ul style="list-style-type: none"> <li>■ Clearance to conduct community activities</li> </ul>

### 6.3 Who are our clients?

CLIENTS	NEEDS	BENCHMARKS
Children who are out of school	Stationery, uniforms, school fees, food, medication, furniture, learning and teaching material	<ul style="list-style-type: none"> <li>■ Attainment of basic literacy and numeracy skills</li> <li>■ Eligibility into conventional schools</li> <li>■ Completion of Primary and Ordinary level</li> </ul>
Any child below the age of 18 who is orphaned and vulnerable	Food, clothes, medical, counselling, home visits, education, birth certificate	<ul style="list-style-type: none"> <li>■ Access to holistic package of services (Psycho-social Support, education, health, nutrition, protection)</li> </ul>
Children living with HIV and/or exposed	Food, medication, viral load testing, counselling, home visits, support and care, information about HIV	<ul style="list-style-type: none"> <li>■ Know their HIV status</li> <li>■ Those who test positive are on ART treatment</li> <li>■ Are retained in care</li> </ul>
Children with disabilities	Therapy, medical, clothes, food, education, life-skills training, assistive devices, home visits	<ul style="list-style-type: none"> <li>■ Social and health services</li> <li>■ Access to holistic package i.e. Psycho-social, education, nutrition, protection</li> </ul>
Abused Children and those at risk	Counselling, home visits, case management	<ul style="list-style-type: none"> <li>■ Counselling, supported and referred for specialized services, Post-abuse care and support i.e. Psycho-social, legal, health, shelter</li> </ul>
Caregivers of OVC Supported by Chiedza programs	Parenting sessions, ISAL, IBA training, boosting of IBA	<ul style="list-style-type: none"> <li>■ Participating in ISAL programs and starting an IBA, Parenting</li> </ul>

### 6.4 Opportunities

- Increased vulnerabilities among children
- The new dispensation in Zimbabwe is opening up to the international community
- Gaps in the social service delivery system
- International innovative protocol supporting social services on children

### 6.5 Threats

- International Non-governmental Organizations shifting support to government from civil society
- Some international organizations are now implementing local programs
- Multi-currency environment
- Uncertainty created by the election period
- Vulnerability in the client communities is not receding
- Some International Non-Governmental Organizations (INGOs) are channeling their resources to government departments rather than supporting local NGOs, and some INGOs are actually implementing projects consequently making Chiedza vulnerable
- Loss of institutional memory due to staff turnover
- Competition for development resources is increasing as more and more organizations are turning to development work

## 7.0 STRATEGIC ISSUES

### 7.1 Threats Opportunities Weaknesses Strengths (TOWS) Matrix

The TOWS matrix shows how the organization can maximize on benefits from envisaged opportunities. Through the interaction with SWOT, this framework effectively illumines opportunities. In addition, some threats, if paired with the organizational strengths, may present good opportunities for Orjeda to explore.

<div style="display: flex; flex-direction: column; align-items: center; justify-content: center;"> <div style="background-color: #0056b3; color: white; padding: 10px; text-align: center;"> <b>Internal factors</b> </div> <div style="background-color: #8b4513; color: white; padding: 10px; text-align: center; width: 100%;"> <b>External Factors</b> </div> </div>	Strengths	Weaknesses
		(a) Resource mobilization (b) Functional Board (c) OCCC has infrastructure for its operations (d) Organization has skilled and experienced staff (e) Strong community presence
Opportunities	OS Strategies (Maxi-Maxi)	OW Strategies (Maxi-Mini)
O1. Increased vulnerabilities among children O2. Timeliness in reacting to the international community O3. Gaps in the social service delivery system O4. International innovations and practices supporting social services to children O5. Search for other funding partners	OS1. Diversify data entry programs	OW1. Maximize the current geographical coverage OW2. Consolidate the impact in the same geographic areas
Opportunities	TS Strategies (Mini-Maxi)	TW Strategies (Mini-Mini)
T1. Big funders stilling support to government from civil society T2. Some international organizations are now implementing local programs T3. Multi-currency employment T4. Uncertainty caused by the election period	TS1. Consolidate and retain existing donors	TW1. Keep close communication with existing stakeholders

## 8.0 CHIEDZA'S STRATEGY

Chiedza has chosen consolidation of programs and geographical areas as a grand strategy to achieve the vision for 2022. Chiedza will scale up its activities in Harare South and Zvimba, spreading its services to some areas of Harare South and Zvimba that were not covered before. Chiedza will not only focus on reaching out to its clients but ensuring that they are provided with quality services.

### VISION

To contribute to a Zimbabwe where children are happy, healthy and empowered with bright futures.



### MISSION

To provide access to education, protection, health and nutrition services to GVC in Harare South and Zvimba districts through creating an enabling environment for the staff and board to ensure they are capacitated to meet the needs of the clients and funding partners.



### OUR VALUES



We're  
**Transparent**



We're  
**Accountable**



We're  
**Caring!**



We're  
**Respectful**



We prioritize  
**Quality**



We're  
**Committed**

## 9.0 Goals

### 9.1 Child Protection Goals

- To facilitate birth registration for 500 OVCs in Harare South and Zvimba districts by 31 December 2022
- To provide Psycho-social support to 500 caregivers of children living with disability in Harare South and Zvimba by 31 December 2022
- To identify and manage 1000 cases of OVCs in Harare South and Zvimba districts by 31 December 2022
- To provide parenting education to 1200 caregivers of OVCs in Harare South and Zvimba districts by 31 December 2022

### 9.2 Education Goals

- To pay school fees for at least 500 OVCs in Harare South and Zvimba districts by 31 December 2022
- To provide non-formal education to 500 primary and 500 secondary learners in Zvimba and Harare by 31 December 2022
- To prepare 20 schools in Zvimba district to include children with disability in Early Childhood Education by 31 December 2022
- To provide access to Early Childhood Development to at least 200 learners in Harare South by 31 December 2022
- To provide structured sport development disciplines to 400 OVCs at the Centre by 31 December 2022
- To provide recreational sporting facilities to 400 Orphaned and Vulnerable Children at the Centre by 31 December 2022
- To establish a well surface and marked multipurpose court by 31 December 2022

### 9.3 Health Goals

- To 'retain in care' at least 2000 HIV positive pregnant and lactating mothers in Harare South and Zvimba districts by December 2022
- To 'retain in care' at least 3,000 HIV positive children in Harare South districts by 31 December 2022
- To train at least 50 community volunteers who will identify and follow up HIV positive children in Harare South and Zvimba districts by 31 December 2022
- To train at least 3,500 young people aged 10-16 years on their Sexual Reproductive Health Rights and Life Skills in Harare South and Zvimba districts by 31 December 2022

### 9.4 Nutrition Goals

- To support at least 4-470 Orphan and Vulnerable Children either through wet or dry feeding by 31 December 2022
- To provide meals at Chiedza soup kitchen to at least 1500 Orphan and Vulnerable Children in

Harare South district and access meals at the Centre soup kitchen by 31 December 2022

- To provide at least 5 types of nutritional vegetables from the garden to be used in provision of balanced diets in the soup kitchen at the Centre by 31 December 2022

### 9.5 Resource Mobilization Goals

- To respond to at least 50 call for proposals to support Chiedza activities in Harare South and Zvimba districts by 31 December 2022
- To retain at least 5 funding partners to support Chiedza activities in Harare South and Zvimba district by 31 December 2022
- To identify at least 5 new funding partners to support Chiedza programs in Harare South and Zvimba district by 31 December 2022
- To engage and network with Chiedza stakeholders and maintain a functional communication database for Chiedza by 31 December 2022
- To mobilize at least US\$5,000,000.00 to support Chiedza programs by 31 December 2022

### 9.6 Finance Goals

- To produce 5 audited accounts statements by 31 December 2022
- To manage costs within a variance of 10% of each budget line by 31 December 2022
- To prepare a US\$5,000,000.00 strategic budget that meets Chiedza goals by 30 August 2018
- To meet all monthly reporting timelines, i.e. financial reporting, donor reporting and management reporting by 31 December 2022
- To prepare and maintain asset registers by 31 December 2022
- To prepare accurate and timely payroll and eliminate liabilities by 31 December 2022
- To enforce adherence to all Chiedza internal control policies by 31 December 2022

### 9.7 Human Resource and Administration Goals

- To identify and fill staffing gaps within Chiedza by December 2022
- To review and implement remuneration policy in line with what is prevailing in the market by 31 December 2022
- To recruit and retain competent personnel to provide quality services to Chiedza by 31 December 2022
- To maintain compliance with legal and statutory requirements by 31 December 2022
- To train staff on key competencies identified by 31 December 2022
- To undertake for relevant staff at least two sea and learn exchange visits by 31 December 2022

### 9.8 Monitoring and Evaluation Goals

- a. To produce and maintain a Monitoring and Evaluation framework for all Chiedza programs by 31 December 2022
- b. To maintain a functional and updated Chiedza database for all project beneficiaries by 31 December 2022
- c. To conduct and facilitate at least 15 evaluations, 8 researches for all Chiedza projects in Harare South and Zvimba district by 31 December 2022
- d. To produce quality and timely reports for all Chiedza projects for sharing with our funding partners by 31 December 2022

### 9.9 Media and Communication Goals

- a. To document at least 100 success stories for all Chiedza projects being implemented in Zvimba and Harare South district by 31 December 2022
- b. To post at least 7000 social media updates for all Chiedza programs by 31 December 2022
- c. To maintain an updated Chiedza website by 31 December 2022
- d. To produce at least 500 information Educational and communication (IEC) material for Chiedza visibility by 31 December 2022

### 9.10 Economic Strengthening Goals

- a. To train 5,000 caregivers of DvD in internal savings and lending schemes in Harare South and Zvimba districts by 31 December 2022
- b. To train 60 vulnerable youths in vocational skills in Harare South and Zvimba districts by 31 December 2022



## 10.0 BALANCE SCORECARD FOR 1ST JANUARY, 2018

Perspective	Indicator	Five-year Goal	Value
Financial Perspective			30
	1	Produce audited statements	4
	2	Manage budget within 10% variance	3
	3	Prepare US\$5 million strategic budget	3
	4	Meet all reporting deadlines	4
	5	Prepare and maintain asset registers	4
	6	Prepare payroll and eliminate liabilities	4
	7	Enforce adherence to internal control policies	4
Total performance in group		Financial Perspectives:	30
Client Perspective			30
Child Protection			
	8	Facilitate birth registration	2
	9	Provide psycho-social support	2
	10	Identify and manage 1000 cases of OVCs	2
	11	To provide parenting education	2
Education			
	12	Pay school fees for at least 500 OVCs	3
	13	To provide non-formal education	3
	14	To prepare 20 schools in Zvimba	2
	15	To provide access to early childhood development	3
	16	To provide structured sport development disciplines	2
	17	To provide recreational sporting facilities	2
	18	Establish a well surfaced multipurpose court	3
Health			
	19	'Retain in care' 2000 HIV positive pregnant and lactating mothers	3
	20	'Retain in care' at least 3000 HIV positive children	3
	21	To train at least 50 community volunteers	3
	22	Train at least 3500 young people aged 10-19 years on sexual reproductive health rights	3
Nutrition			
	23	To support at least 4470 Orphans and Vulnerable Children either through wet or dry feeding	3
	24	To provide meals at Ordedza soup kitchen to at least 1500	2
	25	To provide at least 3 types of nutritional vegetables from the garden	2
Economic Strengthening			
	27	To train 3500 caregivers of OVC in informal savings and lending schemes	2
	28	To train 60 vulnerable youths in vocational skills	2
Total performance in group		Client Perspective:	30
Internal Processes Perspectives:			15
Resource Mobilization			
	30	Respond to at least 50 call-for proposals	1
	31	To retain at least 3 funding partners	1

	32	To identify at least five new funding partners	0.5
	33	To engage and network with stakeholders	1
	34	To mobilize at least \$5 million for Orjeda programs	2
Monitoring and evaluation	35	To produce and maintain a monitoring and evaluation framework	1
	36	To maintain a database of deficiencies	2
	37	To conduct and facilitate at least 15 evaluations and researches	1
	38	To produce timely reports	1
<b>Media and Communication</b>			
	39	To document at least 100 success stories	0.5
	40	To post at least 7000 social media updates	4
	41	To maintain an updated Orjeda website	1
	42	To produce at least 500 information, educational and communication materials	1
	43	To produce at least 500 ISO material	1
Total performance in group		Internal Processes Perspective	15
<b>Learning and Growth Perspective</b>			
3			
<b>Human Resource and Administration</b>			
	44	To identify and fill staffing gaps	1
	45	To train staff on key competencies	1
	46	To review and implement remuneration policy	0.5
	47	To recruit and retain competent personnel	0.5
	48	To comply with legal and statutory requirements	4
	49	To undertake see and learn exchange visits	1
Total performance in group		Learning and Growth Perspective	8





## 11.0 PARTICIPANT REGISTER

#	Name	Surname	Sex	ID Number	Designation	Contact Details
1	Davy	Zuveri	M	14-060191104	Board member	0772362757
2	Dina	Mabiza	F	63-617121728	Child coordinator	0772776818
3	Deprine	Mawunge	F	63-794045050	Ed & sports	0772753827
4	Snylene	Mhaka	F	60-20002942	Admin clerk	0772938766
5	Daveli	Muzaidwa	M	68-104999-5-02	Facilitator	0772687118
6	Charly	Kashangula	F	75-090365-11-50	Admin	0772173880
7	Rutendo	Vandoo	F	48-141557148	Ed officer	0776314563
8	Reth	Dhwaj	M	63-149440578	Finance Intern	077600644
9	Oriondo	Dontamara	F	63-1367866076	Health officer	0773414310
10	Jahet	Chivuke	F	14-144268278	Education officer	0772753278
11	Lined	Chiyama	F	44-002709728	Child protection coordinator	0772956072
12	Solwe	Chakanga	F	78-066366118	Director	0772189797
13	Sekel	Chibeys	F	63-1029261107	Board chair	0772230428
14	Washington	Muchechetera	M	67-1045871168	Impact and Programs coordinator	0772788686
15	John	Sigauke	M	13-181445313	Gardener	0772871778
16	Ernest	Chetse	M	29-066607242	Board member	0772044203
17	Simbirasha	Chidewu	M	63-2389320047	W&E	0774151270
18	Rose	Mukogoi	F	75-060180080	Board member	0772644681
19	Bernard	Jeni	M	63-884601747	Finance and Admin	0776226599



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