



CHIEDZA STRATEGIC PLAN 2024 – 2026



FOREWORD

I am delighted to present to you Chiedza's Strategic Plan (2024-2026), a roadmap that charts our course for the future. As the Board Chair, it is my privilege to introduce this plan, which reflects the collective efforts of our dedicated board members, staff, volunteers, and stakeholders.

Our strategic plan embodies our shared vision for the organization and sets forth our goals, objectives, and strategies to guide us forward. It is a product of extensive collaboration, analysis, and thoughtful consideration of the challenges and opportunities that lie ahead. It represents our commitment to continuous improvement and our unwavering dedication to fulfilling our mission.

In today's rapidly evolving world, strategic planning is essential to navigate the complexities of our operating environment. Our plan is designed to ensure that we remain agile, responsive, and effective in achieving our mission and delivering meaningful impact. It serves as a compass, enabling us to make informed decisions, allocate resources wisely, and adapt to the changing needs of our community.

At the heart of our strategic plan is our unwavering commitment to our mission and the values that underpin our work. Through this plan, we reaffirm our dedication to serving our community, addressing critical issues, and making a positive difference in the lives of those we serve. We strive to be a catalyst for change, an advocate for justice, and a source of hope and support for the most vulnerable among us.

Our strategic plan outlines key focus areas that align with our mission and capitalize on our strengths. It highlights our priorities for the coming years, including expanding our reach, enhancing our programs and services, fostering strategic partnerships, and ensuring sustainability and organizational resilience. We are committed to fostering a culture of innovation, collaboration, and accountability as we work towards the goals outlined in this plan.

As we embark on this strategic journey, we recognize that achieving our vision requires the collective effort and engagement of all stakeholders. We value the perspectives, insights, and expertise of our staff, volunteers, community partners, and supporters. Together, we can create lasting impact and drive positive change.

I extend my heartfelt gratitude to everyone who has contributed to the development of this strategic plan. Your dedication, passion, and commitment have been instrumental in shaping our vision for the future. I am confident that with your continued support and collaboration, we will achieve our goals and create a better future for our community.

Thank you for joining us on this exciting journey towards a brighter tomorrow.

MR TAPIWA KANENGONI

CHAIRPERSON- CHIEDZA

PREFACE

I am thrilled to have been present to coordinate the development of the Chiedza Strategic Plan for the years 2024-2026. This plan represents a significant milestone in our organization's journey as we outline our strategic direction and priorities for the coming years. It is with great enthusiasm and anticipation that I share this plan, which reflects the collective efforts of our dedicated team, board members, and valued stakeholders.

The Chiedza Strategic Plan serves as a guiding document that will shape our organization's path forward. Through an extensive process of reflection, analysis, and consultation, we have crafted a plan that aligns with our mission, values, and long-term vision. It lays the foundation for our future growth, impact, and sustainability.

As an organization committed to empowering and transforming lives, we recognize the evolving needs of our communities and the challenges that lie ahead. Our strategic plan is designed to ensure that we remain responsive, adaptable, and effective in our pursuit of positive change. It provides us with a roadmap to navigate the complexities of our operating environment and seize opportunities for meaningful impact.

This plan encompasses our overarching goals and strategic objectives, which are rooted in our commitment to our mission and values. It outlines our focus areas, such as expanding our program reach, enhancing our service delivery, strengthening partnerships, and ensuring organizational excellence. It also underscores the importance of innovation, collaboration, and continuous learning as we strive for excellence in all that we do.

At the core of this plan is our unwavering dedication to the individuals and communities we serve. We are driven by the belief that every person deserves access to resources, opportunities, and support to realize their full potential. Through our strategic initiatives, we aim to create lasting change, promote social justice, and foster inclusive and equitable societies.

I want to express my deepest gratitude to our Chiedza team, whose passion, expertise, and hard work have been instrumental in the development of this plan. Your unwavering commitment to our mission and the individuals we serve is truly inspiring. I also extend my heartfelt appreciation to our board members, volunteers, and stakeholders who have provided invaluable insights, guidance, and support throughout this process.

As we embark on the implementation of this strategic plan, I invite every member of the Chiedza family to embrace our collective vision and work collaboratively towards its realization. Our success depends on our collective effort, shared values, and commitment to excellence. Together, we have the power to make a meaningful difference and transform lives.

I am incredibly excited about the journey that lies ahead of us. Let us forge ahead with determination, passion, and resilience as we bring the Chiedza Strategic Plan to life. Together, we will build a brighter future for our beneficiaries and communities.

With gratitude and anticipation,

Mrs Spiwe Chakawa

Executive Director - Chiedza

ACKNOWLEDGEMENTS

We would like to express our heartfelt gratitude to the individuals and organizations who have contributed to the development of the Chiedza Strategic Plan for the years 2024-2026. Your support, expertise, and commitment have been invaluable in shaping this plan and setting us on a path towards greater impact and sustainability.

First and foremost, we extend our deepest appreciation to the Chiedza Board of Directors for their guidance, leadership, and unwavering dedication to our mission. Your strategic insights and commitment to excellence have been instrumental in shaping the vision and goals outlined in this plan.

We would also like to extend our thanks to our dedicated Chiedza team members whose passion, expertise, and tireless efforts have been indispensable in the development of this plan. Your deep commitment to our beneficiaries and the communities we serve is truly inspiring. Together, we will bring this plan to life and make a lasting difference.

We are grateful to our invaluable partners and stakeholders who have provided valuable insights, feedback, and support throughout the planning process. Your collaboration and shared commitment to our mission have been instrumental in shaping our strategic priorities and ensuring their relevance and effectiveness.

To the beneficiaries and communities, we serve, we express our deepest gratitude. Your resilience, strength, and stories of transformation continue to inspire and motivate us. It is your voices and experiences that drive our work and give purpose to our strategic plan. We will continue to listen, learn, and adapt to meet your evolving needs.

To our consultants Andrew Chimatira and Eziwe Mutsikiwa, we're most grateful for the technical support to pull together this process, well done.

Finally, we would like to acknowledge the generous support of our donors and funders. Your belief in our mission and investment in our work make it possible for us to create sustainable change and empower individuals and communities. We are deeply grateful for your trust and partnership.

The Chiedza Strategic Plan is a testament to the collective efforts of all those mentioned above and many others who have contributed their time, expertise, and support. Together, we will work tirelessly to make a positive impact and create a brighter future for all.

Thank you for your unwavering support and commitment.

ACRONYMS

CeSHHAR	Centre for Sexual Health and HIV/AIDS Research Zimbabwe
Zimbabwe	
CSP	Chiedza Strategic Plan
GNP	Gross National Product
IGA	Income Generating Activities
MSF	Médecins Sans Frontières
MOHCC	Ministry of Health and Child Care
MOPSE	Ministry of Primary and Secondary Education
DSD	Ministry of Public Service, labour and Social Development- Department of Social Development
NAC	National Aids Council
OVC	orphans and vulnerable children
MOU	Memorandum of Understanding
SILC	Savings and Internal Lending Communities
SRHR	sexual and Reproductive Health Rights
ZIMSTAT	Zimbabwe National Statistics Agency
ZimVAC-	Zimbabwe Vulnerability and Livelihoods Assessment Committee

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OUR VISION

A Zimbabwe where children, young people and their families are happy, healthy and empowered with bright futures.

OUR MISSION

To enhance access to education, protection, economic strengthening, health and nutrition services to orphans, vulnerable children, young people including those with disabilities in Harare South district.

ABOUT US

Chiedza is a Registered Private Voluntary Organization registered in Zimbabwe in 2003 to respond to the plight of children affected and infected by HIV and AIDS by offering a focused and holistic approach assisting Orphans and Vulnerable Children (OVC) and their families.

Chiedza implements its programs through 4 thematic areas: protection, education, economic strengthening, health & nutrition. The four thematic areas deliver a set of interventions such as educational programmes (Formal & non-formal education), child protection initiatives such as case management, health system strengthening, Paediatric HIV and AIDS care and Support, Sexual and Reproductive Health (SRH) and Nutritional support. To ensure that the above-mentioned programmes are sustained, Economic strengthening initiatives such as Income Generating Activities and savings groups are mainstreamed. Chiedza also works with young people, children with disabilities and rural communities. The organization is mandated to operate in Harare South and Zvimba districts. However, the current strategy will be limited to Harare South District only due to funding constraints. If resources become available in the course of the strategy, programs will be implemented in Zvimba district.

CORE VALUES

- **Transparency:** Embracing openness, honesty, responsibility, and adherence to good governance practices by all members
- **Accountability:** Affirming commitment to being accountable to the fulfillment of all duties and professional obligations associated with its work
- **Care:** We do not treat the target groups as objects of service, but we deliver our services with a caring attitude.
- **Respect:** We treat everyone with fairness, dignity, and honesty.
- **Quality:** Providing the best service delivery using the right people and right tools
- **Commitment:** Dedicated to being the best in service provision
- **Diligent:** We take our time to ensure that all services are done in the best of our abilities.
- **Teamwork:** Committed to promote an environment of collaboration and respect.
- **Integrity:** Committed to being honest, consistent, and upright, in everything it does for the benefit of the community it serves

PROGRAMMING PRINCIPLES

1. Empowerment and Sustainability
2. Innovation
3. Standards
4. Common Good Evidence Based Programming
5. Gender Sensitive
6. Rights and Responsibilities
7. Participation

1.0 OPERATING CONTEXT

Harare Province is nestled away in the watershed plateau of the Zambezi and Limpopo rivers in the northeast of Zimbabwe. Because of the area's excellent agricultural soils, Harare has access to chances for agricultural pursuits in addition to the city's predominate manufacturing industry. It is the largest province in terms of population, with 653,562 households and an average family size of 3,7 and accounts for 16% of the overall population. (Zimstats 2022 Census).

The majority of the nation's political and economic activities are centered in Harare, the capital. According to estimates, the city's economy generates 40% of the country's GNP. The formal and informal economies in Harare have not yet been merged, and socio- spatial gaps still exist.

Consistent with trends in cities in the global South, Harare is witnessing rapid urbanisation triggering manifold socio-economic and political challenges, straining the built environment. There has been a rapid increase in informal settlements in Zimbabwe's urban settings and in 2018 the World Bank estimated that 33.5% of the urban population reside in informal areas.

Harare's urban challenges have also sparked attendant environmental problems, further plunging the city into wide ranging crises. The ecological footprint of urban growth has been very evident in the city. The performance of the agricultural season, the current geo-political events in Europe and devastating effects of COVID-19 have negatively impacted the livelihoods of urban households, (ZimVAC-2023-Urban-Livelihoods-Assessment-Report).

While Covid-19 emerged as the greatest threat to human life in 2020, diseases like HIV, TB, malaria, non-communicable and other diseases outbreaks also affect the lives of people in Harare. National HIV prevalence as at 2023 is estimated at 13% with Harare having an estimated 126268 adults (15+ years) and 8869 children (below 15 years) living with HIV (MoHCC, 2018)

Of Zimbabwe's population of 15 million, 54% are under the age of 20 and 1/3 of all new HIV infections are in Adolescents and Youth People (15-24yrs). Adolescent girls and young women are twice as likely to contract HIV than males and Only 26% of the population access HIV-prevention programmes. Stigma prevents adolescents accessing HIV/sexual reproductive health services. There is limited space for meaningful participation of adolescents in decision-making. Their views are seldom heard or acted upon.

ZimVAC-2023-Urban-Livelihoods-Assessment-Report states that access to education continues to be high with 79.7% of children of school going age attending school in Harare. There is need to continue improving access to education as seen by 30% of the children having been at one point sent away from school due to non-payment of school fees during the first term of 2023. There's continued need for those out of school to be assisted. As for OVC About 13.4% of households in Harare have at least an orphan.

1.1 Critical issues for the strategy 2024 – 2026

The following critical issues that informed this strategy came from current contemporary and projected development trends and responses from questionnaires by the various stakeholders.

Youth Employability: Zimbabwe faces a serious unemployment problem and underemployment, especially among its youth, whose unemployment rate is 35 per cent. Research reveals the persistent barriers female adolescents and youths face in transitioning from education to the workforce.

Household Income Generation: To contribute to the health, wellbeing, and economic empowerment of young people, OVC and their caregivers. Empowerment is a cost-effective approach to reduce HIV transmission, improve treatment retention, and reduce social, physical and psychological problems.

Health and nutrition: The health and wellbeing of our communities is constantly under threat from HIV, TB, and malaria. Epidemics like cholera and other water borne disease call for improvements in availability of clean and safe water. Chiedza will provide programming which will ensure access to prevention, treatment and other relevant support services to communities to improve their health and well-being. Sexual Reproductive health rights, paediatric HIV and nutrition will be some of the critical areas under consideration.

Disability inclusion: People with disability, especially children are being side-lined from mainstream development. Chiedza will need grounded capacitation in disability inclusion to be able to be of better service to people with disability by implementing meaningful disability inclusion programmes for their benefit.

Drug and substance abuse: In Harare Province, at least 5.2% of the households have a member who abuses drugs and illegal substances. Chiedza staff will have to be capacitated to provide services that address this emerging scourge.

Education

Some children continue to face challenges in accessing education in Harare Province. About 30% of the children face school fees challenges and thereby face disruptions in learning. Chiedza will among other interventions have to continue direct fees payment assistance.

Protection

Chiedza will have to implement a plethora of protection interventions as about 13.4% of households in Harare have at least an orphan. Vulnerability is very especially in the district covered by the organization.

Cross cutting Issues during the strategy

Climate change and how it affects the identified priority issues for the period 2024-2026

1.2 Our clients- Harare South District

- Children who are out of school
- Any child below the age of 18 who is orphaned and vulnerable.
- Children living with, and /or exposed to HIV.
- Children with disabilities
- Children abusing drugs and harmful substances and those at risk.
- Abused Children and those at risk.
- Caregivers of OVC Supported by Chiedza programs.
- Young people up to age 24
- Caregivers of the identified categories of vulnerable children.

2.0 ENVIRONMENTAL ANALYSIS

2.1 SWOT Analysis

The internal operating environment analysis conducted revealed the following strengths, weaknesses, opportunities, and threats for Chiedza.

Strengths	Weaknesses
<ul style="list-style-type: none"> • Resources (there is a programming budget for the period and adequate sustainable physical infrastructure) • Capabilities (finance management, programming, resource mobilisation, report writing, early childhood education, teaching instruction, project management, community engagement) • A skilled board to provide strategic direction to the organisation • Sustainability planning and forecast(Implementing economic strengthening program to ensure the sustainability of benefits after exit). 	<ul style="list-style-type: none"> • Inadequate movable assets such as computers and vehicles • Some thematic areas have limited inadequate staff to deliver the strategy effectively because of limited financial resources. • Lack of documented sustainability plan for the organization • Technological limitations- Wi-Fi connections, Soft-ware (ZOOM subscriptions.)
Opportunities	Threats
<ul style="list-style-type: none"> • Technology- (social media/E-newsletters/Bulk messaging/ emerging trends/software) • Signing of MOUs with line ministries • Somewhat stable political environment to enable NGOs to implement programs. • We can hire part time M&E or Develop current personnel 	<ul style="list-style-type: none"> • Legislative environment • Constricted funding space-reduced programs and staff • Congested programming space. (Duplication of efforts) • International organisations localizing and competing with local NGOs. • Economic environment-Hyper inflation • Climate induced shocks/emergencies

2.2 PESTLE Analysis

- An analysis of potential effects of the external operating environment on Chiedza’s operations was conducted and the results are shown below. Chiedza’s anticipated responses to these effects are also outlined.

Political	<p>The political environment is somewhat peaceful for program implementation, but the general outlook is not conducive for donors. The political environment may reduce the capacity of the organisation to deliver due to limited funding.</p> <p>Strategic Responses:</p> <ul style="list-style-type: none"> -Constant risk analysis to inform planning and programming -Adopting quick adjustment measures to new policies -Developing contingency plans
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Economic	<p>The economic environment is not conducive as the value for money is eroded due to the use of multi-currency and hyperinflation.</p> <p>Strategic Responses</p> <p>Keep programme funds in USD and convert to local currency at use.</p> <ul style="list-style-type: none"> -Constant environmental risk analysis -Adopt lessons learnt from previous experiences
Social	<p>Communities are still intact respecting the family unit which is key in implementing sustainable community-based programs. However, social life for communities has been greatly affected by the economic hardships such that families fail to have at least 3 basic meals a day, access to education is compromised, access to health and other social services is a strain. These social challenges have increased vulnerabilities for communities.</p> <p>Strategic Responses:</p> <ul style="list-style-type: none"> • Empower the communities to be resilient. • addressing the felt social needs of the communities. • Continuous community engagement through community and religious leaders to foster behaviour change.
Technological	<ul style="list-style-type: none"> • Post-covid 19, there is increased use of technology to implement programs and communication. There is need for the organisation to adapt in the next 3 years to remain relevant in the development sector. for example, • use of online platforms for meetings and trainings, • digital marketing <p>Strategic Responses:</p> <ul style="list-style-type: none"> -Capacitate staff and volunteers on virtual/remote programming. -Invest in technological advancement in software and equipment
Legal	<ul style="list-style-type: none"> • The discussion on the PVO Bill has caused discomfort among funding partners which has already affected the attitude of funders towards Zimbabwe. The outcome of the Bill in the next 3 years has an implication on the operating environment and resource mobilisation space for Chiedza. <p>Strategic Responses:</p> <ul style="list-style-type: none"> • Timely response on compliance regulations • Forge new and renew MOUs as and when due. • Timely response and providing all information required by statutory bodies to operate
Environmental	<ul style="list-style-type: none"> • The recent earthquake occurrences and diseases such as covid 19 in the region and beyond have already impacted on how people interact with their environment and if they repeat in the next 3 years, that will have a bearing on the success of Chiedza strategy. <p>Strategic Responses</p> <ul style="list-style-type: none"> • Setting up functional emergence preparedness and response Unit • Staff capacity development on emergency response • Community awareness on climate change and its effects • Design and implement climate smart interventions. • Staff capacity building for better understanding of climate change and relevant climate change interventions.

2.3 Analysis of Existing Players

The following are the major players identified as sharing the development workspace with Chiedza in Harare South district as at September 2023;

- Ministry of Public Service, labour and Social Development- Department of Social Development (DSD)
- Ministry of Health and Child Care (MoHCC)
- City Health Department
- Local Government
- Ministry of Primary and Secondary Education (MOPSE)
- National Aids Council (NAC)
- Médecins Sans Frontières (MSF)
- Centre for Sexual Health and HIV/AIDS Research Zimbabwe (CeSHHAR Zimbabwe)
- Mashambanzou
- Mavambo Trust
- Aids Counselling Trust
- Education Coalition of Zimbabwe (ECOZI)
- Childline
- Justice for Children Trust
- Plan Zimbabwe

In the current strategy, Chiedza's aim is to encourage collaboration, networking, and forming alliances with like-minded organizations active in the Harare South District. On one hand, Chiedza will support the strengthening of weaker organizations to improve their programming capabilities for the overall good of the people of Harare South District, allowing us to capitalize on the strengths of larger organizations to foster our own organizational growth and development.

3.0. The 2018 -2022 CHIEDZA STRATEGY – ACHIEVEMENTS, CHALLENGES & LESSONS

Chiedza's most recent strategic plan, which was put into action from 2018 to 2022 was reviewed. There were some notable accomplishments realized throughout the implementation of the plan. The organization learned from the challenges it encountered in putting this approach into action. The main accomplishments, difficulties, and lessons learned are listed here.

3.1 Achievements

Delivery of Outputs

- The implementation of the Chiedza (CSP 2018-2022) was overall successful.
- The Education thematic area had the highest achievement of 92, 6%.
- The health objective scored an average of 59% for the indicators on retention in care while the SRHR had an over bounce of more than 600%.
- The nutrition objective had the lowest performance of about 6%.
- Most Child Protection indicators had an average performance of 32% while the other two (parenting sessions and OVC case management) scored around 200%.
- Economic strengthening indicators scored an average performance of 52%.
- The results were impacted by funding constraints caused by shifts in donor priorities, and the natural pandemics of cyclones and COVID-19 which greatly affected programming. The economic environment in the country during the period under review did not help matters.
- The review showed that all the strategic focus areas are still very relevant and will need to be increased to cater for more human needs of the communities.

3.2 Challenges

Some of the challenges faced during the tenure of Chiedza strategic plan 2018 – 2022 include;

- The Covid-19 pandemic changed the way the organization conducted its business and offered a variety of implementation issues for programs due to travel bans and countrywide lockdowns enacted by the government to stop the spread of the corona virus.
- Declining donor financing as a result of priorities shifting and the wider world economic downturn.
- Repeated natural catastrophes have raised community vulnerability and stretched the limited programmatic resources, leaving a substantial gap in unmet needs among the populations served.

3.3 Lessons Learned

- The Education thematic area required a wrap-around of services that are important to sustain the education objective, such as Psychosocial Support (PSS), health, birth registration, protection, food, and the need to identify and promote extra curricula activities as children are gifted differently.
- There is need for the organization to plan for disasters and learn new strategies for emergency responses picking lessons from Cyclone Idai and COVID-19 occurrences.
- Having a resource mobilization strategy will help the organization to plan work with reasonable prospects of being implemented to completion.
- There is need to strengthen monitoring and evaluation and offer general capacity building across the organization in M&E and project cycle management

- A strategic plan should also include a monitoring plan based on yearly target setting and committed funds.

4.0 STRATEGIC GOAL AND PROGRAMMING PILLARS 2024 – 2026

4.1 Strategic Goal

Chiedza will consolidate the strategy in at least one geographical district and reach at least 1000 direct beneficiaries with services annually. Chiedza's main strategic goal for the period 2024-2026 is to ensure that OVC including those with disabilities, young people and their caregivers in Harare South district improve their health and nutrition, have access to education and protection services, are resilient, adaptive to climate change and have enhanced household incomes by 2026. The strategy therefore aims to address issues related to these development issues under Protection, Education, Health & Nutrition and Economic Strengthening development themes.

To achieve the strategic goal, there are four strategic pillars, with each pillar having a strategic objective to be achieved.

4.2 Programming Pillars

The four programming pillars for the 2024 – 2026 strategy are;

- 1 Protection
- 2 Education
- 3 Health & Nutrition
- 4 Economic Strengthening

Strategic Pillar 4.2.1 Protection

Strategic Objective: To ensure protection for OVC and young people in Harare South district by supporting mechanisms for preventing and responding to child abuse, neglect, and exploitation.

Summary

Chiedza will implement evidence-based programming working with families to ensure children are better cared for including assisting abused children and prevention of abuse. Chiedza will facilitate birth registration for children without birth certificates. Parenting sessions will be done with parents to create a platform for them to learn from each other as well as assisting them with information to care for their children.

Interventions

- To support initiatives for increasing civil registration for OVC and young people.
- Caregivers supported to ensure children are better cared for including assisting abused children and prevention of abuse.
- Parenting practices enhanced through Parenting sessions to create a platform for them to learn from each other as well as assisting them with information to care for their children.
- Case Management/handling- working with community Case Care Workers (CCWs) to identify, assist, follow up child welfare cases for social protection.
- Children with disabilities- working with various stakeholders to ensure that children with disabilities are identified early, enrolled in school and receive all the basic services they require.

Strategic Pillar 4.2.2 Education

Strategic Objective: To promote access to inclusive quality education for OVC and young people in Harare south district for socio-economic transformation.

Summary

Chiedza will implement evidence-based and inclusive education to improve access to education for OVC and young people in Harare south district.

Interventions

- **Early Childhood Education-** supporting OVC below the age of six years to access early childhood education at Chiedza.
- **Direct School Fees-** supporting the retention of OVC in school through providing school fees.
- **Non-formal education-a) Out of School Study Group for Primary School-** implementing an accelerated second chance education program for out of school children who fail to start school by 8years and or drop out of school before completing primary school.
- **Part Time Continuing Education-** assisting secondary school learners who fail to transition from primary to secondary and or fail to complete secondary school to complete secondary school through our non-formal education community school.
- **Vocational Training-**supporting young people to undergo training through registered vocational training institutions.

Strategic Pillar 4.2.3 Health

Strategic Objective: to promote and ensure access to health services by OVC and young people in Harare South district.

Summary- For children to develop healthily, they must have access to adequate health care and nutrition. HIV positive OVC and young people will need support to remain in care and have access to uninterrupted drug supply. Chiedza will to implement health education sessions to improve adherence to treatment protocols.

Interventions

- **Paediatric HIV programming-** supporting HIV positive children to remain on treatment to prolong life.
- **Adherence support to Children and Young People on ART -** working with children and young people on antiretroviral therapy and their families to ensure adherence.
- **Systems strengthening-** supporting health facilities to be able to offer uninterrupted care and treatment services.
- **Health assessments-** supporting the implementation of health assessments for children to screen children of any ailments including malnutrition.
- **Sexual Reproductive Health Rights (SRHR)-** Work with young people, parents and SRHR service providers to increase access to and uptake of SRHR information and services by young people.
- **Drug and Substance Abuse (DSA)-** working with key stakeholders to raise awareness of DSA among young people as well support referral initiatives.
- **Mental health-** working with key stakeholders to raise awareness of Mental health among OVC and young people as well support referral initiatives.

Strategic Pillar 4.2.4 Nutrition

Strategic Objective: To ensure access to good nutrition for OVC in Harare South district.

Summary- communities in Harare South District continue to face perennial food shortages in disadvantaged households and there exist nutrition knowledge gaps amongst caregivers. Good

nutrition is essential for children's physical growth and development, including full development of their immune systems. Chiedza will continue to provide both wet meals and dry food packs to combat malnutrition among OVC and as well as building capacity of caregivers to implement proper nutrition protocols to OVC.

Interventions

- **Feeding-** provision of hot meals to children daily for 5 days a week during school terms. Dry food packs are provided to families in extreme poverty especially households with children living with HIV throughout the year.
- **Nutrition training-** Nutrition training sessions for caregivers to improve caregiving techniques at home.

Strategic Pillar 4.2.5 Economic Strengthening

Strategic Objective: To economically empower caregivers and young people in Harare South District to be self-reliant.

Summary-there is widespread Poverty in Harare South district. Most households are unable to provide basic needs for families. They also lack collateral to access bank loans. The economic environment of high inflation has not helped matters. Poverty fuels the HIV and AIDS epidemic, and HIV and AIDS can lead to increased poverty at both the micro and macro levels. The economic impact of HIV can be seen at multiple levels, including the National/Government level, the community level, and the family level. Chiedza will implement programmes that strengthen the capacity of caregivers of OVC and young people to manage and operate economic strengthening activities.

Interventions

- **Training care givers in group savings** -Caregivers are trained in a savings methodology and form savings groups in which they pool savings and provide each other with start-up capital for income generating projects.
- **Training in Financial Literacy** as well as Selection Planning and Management of businesses to equip caregivers and young people with skills to run income generating projects.
- **IGA training.** The caregivers are supported with training in income generating projects skills.
- **Boosting** -Caregivers receive boost up capital to increase the working capital of their income generating projects.
- **Market linkages-** Caregivers' products successfully linked to the markets.

Operative Goals

Strategic Pillar 4.2.5 Finance and resource mobilization

Strategic Objective: To highlight the monetary needs of Chiedza with specific steps to increase or decrease costs, re-evaluate spending, analyse revenue trends, and plan for financial growth.

Summary- Organizations are finding it difficult to do financial resource mobilization the conventional way as most sources of funding is no longer available to fully cater for the development needs of the organizations due to the emerging threats of pandemics and global recession. Chiedza will be innovative in mobilizing resources as well as exercising prudent stewardship of the available purse.

Finance Interventions

- Produce 3 **audited accounts** statements by 31 December, 2026

- **Manage costs** within a variance of 10% of each budget line by 31 December, 2026
- Meet all **monthly reporting** timelines, i.e., financial reporting, donor reporting and management reporting by 31 December, 2026.
- Prepare and **maintain asset registers** by 31 December, 2026
- Prepare accurate and timely payroll and eliminate liabilities by 31 December, 2026
- Enforce **adherence to all Chiedza internal control policies** by 31 December, 2026

Resource Mobilization Interventions

- **Grant applications**- to respond to at least 20 calls for proposals to support Chiedza activities in Harare South by 31 December, 2026.
- Retention-To retain at least **5** funding partners to support Chiedza activities in Harare South district by 31 December, 2026.
- Mobilize at least US\$750 000-00 to support Chiedza programs by 31 December 2026.

5. MONITORING, EVALUATION, RESEARCH AND LEARNING

5.1 Monitoring and Evaluation

To guarantee that the information acquired complies with the organization's data management and research objectives and informs adaptive management processes, Chiedza will create an inclusive Monitoring and Evaluation Framework which will enable ongoing learning, program modifications, and knowledgeable dialogues.

5.2 Collaboration, Learning and Adaptation

Through the application of tried-and-tested procedures and strong technical control that will guarantee the quality and effectiveness of programs, Chiedza will strive to foster local ownership of activities. In order to strengthen implementation responsibility during the strategic plan period (2024–2026) in a way that will foster capacity-building, knowledge transfer, and sustainability, the organization will collaborate with other development partners. The strategy will be reviewed annually. A robust adaptive management system will support Chiedza's Collaboration, Learning and Adaptation approach. The adaptive management continuum will draw on staff collaboration and enabling conditions such as a culture of openness, network-building, and continuous learning, and improvement.

There shall be a deliberate move to build internal capacity for M&E while parttime assistance can also be utilised. This is in response to the prevailing financial situation in the organization.

6.0 ORGANISATION STRUCTURE

6.1 Overview

The affairs of Chiedza are governed by a management board of seven people chosen from the community who have a variety of skills. The team also serves to provide strategic direction to Chiedza. The Board's members have a range of relevant knowledge and experience to Chiedza's work, which enables them to carry out their supervision and advising responsibilities. Business, health, human resources, disabilities, NGO management, and finance are among the skill sets. The Board Member profile is shown in table below.

Table 2: Chiedza Board Members

	Full Name	Sex	Position	Experience
1	Tapiwa Kanengoni	M	Chairperson	Leadership, non-profit management, stakeholder management, fundraising
2	Nyasha Patricia Beremauro	F	Vice Chairperson	Occupational Therapist-children with disabilities
3	Moreblessing Chimutingiza	F	Secretary	Accounting, Education and Human resources management
4	Benjamin Tazvivinga	M	Treasurer	Banking and accounting
5	Shalom Rumbidzai Masvodza	F	Committee Member	Administration, Research, M and E, Child Sensitive Policies
6	Munyaradzi Richman Mutandwa	M	Committee member	Counselling, HIV programming, Gender, social and community development, project management, marketing
7	Taurai Chako	M	Committee Member	Disability Inclusion, community development, Monitoring, Evaluation and Research

The Board's primary focus of implementing this strategy into action will be on its usual responsibility for providing oversight and policy guidance as stated in the constitution. Board members will also be called upon to lend their expertise to other facets of Chiedza operations as and when such strategic support and direction may be required. The board is also expected to promote initiatives for resource mobilization.

6.2 Implementation structure

The day-to-day management of the organization is headed by the Executive Director who reports to the board through quarterly meetings. The Executive Director leads a 3-member management team comprised of the following: -

- The Finance and Administration Officer who heads the finance and administration components of the organization leading a team of 4 full time staff members and volunteers.
- The Child Protection Coordinator who is responsible for the programs team and is supported by a team of 4 full time staff members, 10 part time volunteers on stipend and 20 community volunteers.

The organizational structure will alter as needed to provide efficient organization administration and program implementation considering the changing nature of the programming environment. Chiedza will ensure that employees are sufficiently capacitated to ensure that they do not lose momentum in

implementing the overall organization plan, keeping in mind that any such changes may call for extra skills and responsibilities.

Guiding documents and legislation

1. Children's Act
2. Constitution of Zimbabwe
3. Education Policy
4. Food and Food Standard Act 15:04
5. ICT Policy
6. National Development Strategy (NDS)1
7. NGO ACT
8. Public Health Act (Chapter 15:171)
9. ZimVAC

REFERENCES

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ANNEXURE

ANNEX 1 CHIEDZA RESULTS FRAMEWORK

ANNEX 3 LIST OF PARTICIPANTS TO THE STRATEGIC PLANNING WORKSHOP