

Strategic Plan

2022 - 2024



Imba

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Glossary

Advocacy	A series of planned and strategic actions to influence the formulation and implementation of public policies, at the local, national, regional or global levels.
Alternative Care	Is any arrangement, formal or informal, temporary or permanent, for a child who is living away from his or her parents.
Child Participation	All activities conducive to the realization of children's right to have their opinions taken into account in the decision-making processes that affect their lives, according to their level of maturity.
Child Protection	Measures and structures to prevent and respond to abuse, neglect exploitation and violence against children.
Family Strengthening	Is a research-informed approach to increase family strengths, enhance child development, and reduce the likelihood of child abuse and neglect. It is based on engaging families, programs, and communities.
Family-Child separation	Separation of children from their families.
Fostering	Is a way of providing a safe and nurturing environment for children and young people when they are unable to live with their birth family.
Key Performance Indicators (KPIs)	Measures that focus on both process and performance, for evaluating advocacy achievements.
Sustainable Development Goals (SDGs)	Universal goals that seek to eliminate key development challenges in the world. They appear in Transforming Our World: The 2030 Agenda for Sustainable Development, adopted unanimously by the United Nations in September 2015 after a multi-year process of consultation and negotiation.

1. Introductory statement

This situation of children in Zimbabwe chronicles a story of progress, challenges, decline, and recovery. Of the 13 million people in Zimbabwe, 48% are children. Most of them (72%, or 4.5million), live in rural areas which, on average, are the worst off in terms of health, education, nutrition, water and sanitation, access to information and other basic indicators of well-being and quality of life (UNICEF Zimbabwe, 2020). Urban vulnerability is also increasing, especially in the poor neighbourhoods of big cities. Today, poverty has a child's face in Zimbabwe. Of the 6.3 million boys and girls in the country, 4.8 million live in poverty, including 1.6 million in extreme poverty (UNICEF Zimbabwe, 2020).

Available data suggest that children without parental care remain a serious child protection concern in Zimbabwe. The trend over the past decade has not changed much. More than one quarter of children below the age of 18 are not living with either parent. Among these children, the majority have been abandoned by their parents or orphaned. The precarious socio-economic situation in the first decade of the 2000s reached its peak in 2008, when the country almost collapsed. Much of the education and health infrastructure deteriorated, and infrastructure related to water, sanitation and transport was also severely affected. Children were the ones who inherited the worst of this period's adverse consequences.

In 2017, Zimbabwean children and their families faced multiple challenges due to the difficult macroeconomic environment and multiple humanitarian crises that included flooding,

drought, and diarrhoeal disease outbreaks (UNICEF Zimbabwe, 2020). All these problems have led to family-children separation, thereby worsening the situation of children. Against this backdrop, IMBA Zimbabwe has been implementing programmes to strengthen families to avoid unnecessary family-child separation as well as facilitate alternative quality care for children without adequate parental care and reintegrate children in the care of IMBA with their families of origin.

This strategic plan is for the period between April 2022 and December 2024. The timeframe has been informed by the environment and likely future scenarios. It is envisaged that three years is a reasonably long period to make significant progress towards the organisation's goal and that future strategies and programmes will build on that.

2. About IMBA Zimbabwe

Established in 2004, IMBA Zimbabwe is a non-governmental non-profit organisation, registered as a Private Voluntary Organization (PVO) with the Ministry of Social Welfare under number PVO 27/11. It is committed to the care for and

empowerment of underprivileged children and their environment in the community of Chitungwiza and Seke, Zimbabwe. IMBA Zimbabwe's major focus is family strengthening for family preservation, to prevent unnecessary child-family separation and facilitate quality alternative care for those children who have lost adequate parental care: kinship care, (in) formal foster care, family based care, or emergency shelter at IMBA. The organisation strives to achieve lasting improvements in the quality of life of these deprived children by enabling them, their families and their communities to fulfil their basic needs, and to enhance their ability to take part in and benefit from their societies. IMBA Zimbabwe falls under IMBA International, which is the overarching organization for IMBA. IMBA International monitors and protects IMBA's overall vision and mission and guides IMBA Netherlands, IMBA Zimbabwe and IMBA Malawi in their efforts to reach the organizations

goal. IMBA International has taken on a director since September 2015 to ensure steady development of the organisation.

Over the years, IMBA Zimbabwe has managed to acquire land, built an amazing centre for children, run successful self-help programs and organized music and sports events reaching thousands of kids. Throughout its programs, IMBA Zimbabwe aims to create a child friendly world and a bright future for all children. IMBA Zimbabwe believes that to have a positive impact on the lives of children, there is need to focus on all aspects of a child's life. Therefore we approach our programs in an integrated way. We further believe that children's rights and needs are the primary focus for development. Third, we aim to enhance not just the capacity of children, but also of their families and their communities, facilitating them to analyse their problems and design programs to fulfil the rights of children.

2.1. Our recent successes and achievements

- 240 children (56 boys, 184 girls) and their 56 families participated in the Family Strengthening programme and have so improved their household income and food security.
- 317 youngsters received Life Skills education (187 girls and 130 boys).
- 50 foster parents were trained in the use of the Child Flower Resilience box to build the resilience of children in their care.
- 306 vulnerable children in the care of foster parents, have been guided by them through the Child Flower Resilience box and puzzle.
- 30 pupils attended the Beautiful Smiles Crèche and Pre-school facilities at IMBA,
- 224 children (210 boys, 14 girls) play in IMBA's football teams and participate in the Chitungwiza Junior League.
- 147 children visited our library to read, play learn and study in a safe and conducive place
- 37 children participated in Wing Chan (martial arts), netball, football, volleyball and basketball that IMBA offers weekly on site.
- 4 children were reunified with their families once children and families were empowered and ready to be united again.
- 8 children temporarily staying at the Place of Safety enrolled in rabbit and poultry farming courses offered in preparation of their reintegration.
- 21 children temporarily stay at the Place of Safety. All are going to ECD, primary school or vocational trainings.



3. Justification and importance of this strategic plan

IMBA Zimbabwe has been operating on the 2017-2020 strategic plan, therefore the need for a new strategic plan with a clear resource mobilisation strategy in order to guide and enhance coherence of programs and program activities that adapt to the dynamic operating environment. This strategic plan will;

- Serve as a basis from which to develop an annual work plan and annual budget and against which to measure progress.
- Form the basis for decisions on proposal allocation of resources (financial and human)
- Help continuity by providing new staff and board members with a reference point and all with a reminder when looking at successes and challenges.
- Establish a clear understanding of critical success factors/key strategic areas for future programmes and activities.
- Validate IMBA Zimbabwe' Vision, Mission, Values, Objectives, key result areas, outputs, activities, indicators of achievement, budget estimate and sources of verification (Monitoring and Evaluation template).
- Develop an implementation plan spelling out resource mobilisation strategies, including the plan to target specific partners for funding each strategic focus areas and other fund-raising activities.

4. The strategic planning, process & approaches



This strategic plan is a culmination of a participatory process which took place in March 2022. The process was guided by two external consultants and involved;

- a) Consultations with IMBA International director and IMBA Zimbabwe secretariat;
- b) A three-day strategic plan formulation workshop; and
- c) The review of all relevant literature including key IMBA Zimbabwe documents.

5. Organisational aspirations

5.1. Mission statement

Family strengthening to prevent unnecessary child-parent separation and the facilitation of quality and suitable alternative care options so that each child grows up in a safe, secure and loving family.

5.2. Vision

A society in which each child grows in a safe, secure and loving family.

5.3. Core values

- **Professionalism:** In discharging our mandate, we are guided by fundamental principles of professionalism, be it dealing with children or families or any other stakeholders.
- **Respect:** We recognise the innate worth of all people and the value of diversity.
- **Passion:** We are strongly passionate about children and we want to see them grow in safe, secure and loving families.
- **Trustworthy:** We are reliable, dependable, responsible, safe and steady in all our work.
- **Integrity:** We thrive 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.

- **Connecting families:** We thrive to connect and maintain strong and intact families.

5.4. Strategic Priorities for 2022 - 2024

(a) Programmatic Priorities

1. Family strengthening to prevent unnecessary child-family separation.
2. Facilitate quality foster care for children without adequate parental care.
3. Reintegration of children in the care of IMBA with their families of origin.

(b) Organisational Priorities

1. Diversify resource mobilisation strategies for financial stability.
2. Building partnerships towards achieving our strategic programmatic priorities.
3. Creating well-functioning organisation.

6. SWOT analysis



In order to move forward in the next three years IMBA Zimbabwe's external and internal issues were analysed using the SWOT analysis which will enable the organisation to implement its activities with an informed perspective of its strengths, weaknesses, threats and opportunities. IMBA Zimbabwe will consider these factors to help it to effectively implement its mandate and to assess her ability to deliver quality services.

6.1. Strengths (Internal)

(a) Governance structures

- We have a child protection policy

(b) Skills/resources available to the organisation (financial and non-financial)

- We have relevant skills in the areas the organisation is focussed on, for example the director has an MSc in Child and family studies, Development studies among others.
- We have qualified life skills trainers
- We have mastered Trainer in Skilful Parenting
- The organisation has a Chartered Accountant who looks at the monthly flows of income and does reconciliation
- We have land we are leasing

(c) Allies and partnerships (policy makers, donors, other parts of civil society)

- We are an active member of a team of stakeholders and collaborate so well.
- Some of the institutions we partner with include, the Department of social development, District Development Coordinator, Ward Child Protection Committee, Local government, traditional leadership.
- We are a member of the CPCs, Justice for children, Seke Rural Home Based Care and Seke District NGO forum among others

(d) Financial management and Sustainability



(e) Visibility

- We are visible to areas we do programmes in and the programme participants

(g) Levels of target group engagement

- Our target group is very engaged and participates at all levels of project cycle

(h) Internal communications across the organisation

- We understand each other and our area of work

(i) External communications with e.g. media, public

(j) Accountability structures – clear sense of who the organisation is accountable

- There are clear structures



6.2. Weaknesses (Internal)

(a) Governance structures

- There is a no functional board in place
- The organisation mainly depends on the director
- There is weaker implementation of child protection policy
- We mostly have outdated organisation policies, outdated contracts, and Job descriptions and balanced scored cards among others.

(b) Skills/resources available to the organisation (financial and non-financial)

- Our financial management is a bit weaker
- There is little structured planning
- There is inadequate funding for all the things we want to do (programmatically, salaries and staff development among others)

(c) Allies and partnerships (policy makers, donors, other parts of civil society)

(d) Financial management and Sustainability

- Our administration is 90% dependent on external funding

(e) Visibility

- We lack effective social media skills and how to handle issues to do with child protection

(f) Internal communications across the organisation

- There is lack of structured communication and reporting structures

(g) External communications with e.g. media, public

(h) Accountability structures – clear sense of who in the organisation is accountable

- There are clear structures but not yet formalized

(i) Monitoring and evaluation

- There is no structured M&E and performance based framework

6.3. Opportunities (External)

(a) Political

- Zimbabwe is signatory to the UN resolution 2019, UN GLs, UN CRC
- There is constant revision to include and strengthen child related laws. E.g. Children's

(b) Funding

- Several possibilities for diversification of funding income (that still need to be explored)

(c) Opportunities to collaborate with other actors

- Seke Rural Home Based Care with children in the care of Imba who need PS support.
- Pledge Every Child a Family for Zimbabwe
- Media and public support

(d) Programming

- Foster care is a gap that is not being covered by other organisations

(e) Research and evidence

- Increasing research emphasizing need for family based care and de-I, range of options such as foster care.
- Transforming Children's Care Collaborative Platform





6.4. Threats/Risks (External)

(a) Social risks

- Social norms and values that do not promote fostering
- COVID/pandemics influencing programming

(b) Political risks

- Urbanisation of former rural areas. Council claiming fees for the land.
- License fees being charged.
- Unstable political climate
- PVO amendment bill
- NGOs increasingly being treated as opposition political parties and advocates for regime change

(d) Legal risks

(e) Economic risks

- Inflation
- Fuel prices sky-rocketing

(f) Environmental risks

- Cyclones – buildings being destroyed/ affecting agricultural projects

7. Major goals, strategies & objectives

Our goals are informed by our contextual analysis and prioritisation of family strengthening. Our major goals are to prevent unnecessary family-child separation and facilitate quality and suitable alternative care options for children without adequate parental care. We have defined our strategies, objectives, main activities, expected outcomes and measures for each of goals as summarised below. The specific outputs for the various activities will appear in our annual operational plans.

Table1: Major Goals, Strategies and Objectives

Goal 1		To prevent unnecessary child-family separation	
Strategy 1		Strengthening families	
Objectives	Main Activities	Expected Outcomes	Indicators (KPI)
1. To ensure the quality of our family strengthening programme.	<ul style="list-style-type: none"> • Revise our family strengthening programme • Training all staff members • Conduct exchange programmes • Hire volunteers from University 	<ul style="list-style-type: none"> • Quality family strengthening programme • Effective staff members • Learning from others 	<ul style="list-style-type: none"> • Number of staff members trained • Number of exchange programmes conducted • Number of family strengthening initiatives • Number of volunteers from university hired.
2. To strengthen families to avoid unnecessarily breakdown	<ul style="list-style-type: none"> • Selection of programme participants • Training programme participants on family strengthening • Life skills training for youths • Training parents on skilful parenting 	<ul style="list-style-type: none"> • Strengthened families • Empowered youths • Parents with good parenting skills 	<ul style="list-style-type: none"> • Number of participants trained • Number of youth trained on life skills • Number of parents trained on skilful parenting
3. To provide holistic psycho social support to families to prevent them from breaking	<ul style="list-style-type: none"> • Parenting skills workshops • Exchange visits • Reconnect children with family members 	<ul style="list-style-type: none"> • Children, families, communities able to cope with crisis and regaining healthy psycho social development and resilience in the face of challenging crisis • Reduced incidences of child abuse cases 	<ul style="list-style-type: none"> • Number of parenting skills workshops conducted • Number of exchange visits conducted • Number of children reconnected with their family members.

Goal 2		The facilitation of quality and suitable alternative care options for children without adequate parental care	
Strategy 2.1		Facilitate quality foster care for children without adequate parental care	
Objectives	Main Activities	Expected Outcomes	Indicators (KPI)
1. To develop a quality foster care programme	<ul style="list-style-type: none"> Gather, compile, research and analyse evidence and best practices about foster care Design foster care programme 	<ul style="list-style-type: none"> Solid foster care programme 	<ul style="list-style-type: none"> Number of initiatives in the foster care programme
2. To develop a quality foster care system	<ul style="list-style-type: none"> Sensitize relevant stakeholders, advocacy around foster care Create and maintain database of foster parents Develop partnerships towards collaborative foster care Training of foster parents in skilful parenting trainer, life skills, resilience flower, safeguarding children in foster care 	<ul style="list-style-type: none"> Updated database, including capacity needs of foster Strong partnerships with relevant stakeholders Knowledgeable parents and stakeholders relating to foster care Quality foster care 	<ul style="list-style-type: none"> Number of relevant stakeholders sensitised about foster care Number sensitization sessions conducted Number of partnerships made Number of children facilitated for foster care
Strategy 2.2		Reintegration of children in the care of IMBA with their family of origin	
Objectives	Main Activities	Expected Outcomes	Indicators (KPI)
1. To reintegrate children with their family of origin in the best interest of the child.	<ul style="list-style-type: none"> Creating a strong family-child reintegration plan Creating of family development plan Reunifying children with their parents 	<ul style="list-style-type: none"> Children living with their families A well-developed child, socially mentally, physically, psychologically with a high self esteem 	<ul style="list-style-type: none"> Number of children receiving post trauma Number of children with enhanced self-esteem, self-confidence and developing resilience Number of children reiterated with their families of origin

Goal 3		Reach self-sustainability of IMBA Zimbabwe	
Strategy 3.1		Diversify resource mobilisation strategies for financial stability	
Objectives	Main Activities	Expected Outcomes	Indicators (KPI)
1. Building strategic partnerships	<ul style="list-style-type: none"> Increasing visibility, branding, media presence, communication Create relevant networks 	<ul style="list-style-type: none"> Increased visibility, branding, media presence, communication Sizeable networks 	<ul style="list-style-type: none"> Number of social media followers, likes and endorsements Number of stories covered in the conventional media Number of partnerships made
2. Grow income raised by IMBA Zimbabwe	<ul style="list-style-type: none"> Identify capacity needs, capacity building plan Identify other ways of raising income 	<ul style="list-style-type: none"> Access adequate and quality funds that enable us to fulfil our mandate Financial stability Ability to maintain a 2 months expenditure equivalent in reserve at any given time to cushion IMBA against funding shocks 	<ul style="list-style-type: none"> Number of income sources Number of income generating proposals written



7.1. Our strategic enablers

Our major goals and strategic priorities set out what we intend to achieve over the next three years. Our strategic enablers are the key ways of working and infrastructure which will support us to deliver those goals. These enablers will also enable us to create meaningful change and advance our core organisational and programmatic priorities.

- **Enabler 1: Inspiring Brand**

To strengthen our brand to maximise our ability to fundraise, influence and programme.

When you are leading the case for change, the way your brand is perceived by those outside your organisation really matters. We will strengthen our brand in the eyes of our priority audiences and stakeholders and make sure that we continue to be seen as a relevant organisation. This will enable us to maximise our fundraising, our influence and the impact of our work.

- **Enabler 2: Thriving Culture**

To enhance our organisational culture to allow our organisation and people to thrive.

A positive working culture is essential to creating change and getting results. We are proud that our

workforce is passionate and engaged wholeheartedly in what we do. We will carry on working on our culture so that it evolves as our environment and ambitions change. That way, we can continue to deliver the best results for those who need us. This will include a focus on the themes of inclusion, empowerment, wellbeing, agility and taking action to diversify our workforce and build a strong Board.

- **Enabler 3: Think Digital**

To develop our ability to operate effectively in our digital age.

To keep up with our changing world, IMBA Zimbabwe must become a truly digital organisation that applies the culture, practices, processes and technologies of the Internet-era to respond to people’s expectations. We will use the resources available to us to move towards this space, embedding digital practices and the use of

data in how we think and work. We aim to meet the expectations that our stakeholders and audiences have of us, harnessing the opportunities offered by digital to build and enhance public engagement and visibility.

- **Enabler 4: Networking**

To develop strong networks, collaboration and partnerships for impact.

Strong networks, collaborations and partnerships will go a long way in influencing impact to our work. We will need to continue engaging different relevant stakeholders to forge strong linkages and learn from each other to enhance our capabilities towards achieving our objectives. We will embrace our role as a member in dealing with child protection issues and actively contribute to working collectively in order to best achieve our shared objectives through all of our programming and influencing work.



8. Our organisational objectives, measures & outcomes



In order to deliver on our mission, we will pursue four organisational objectives in the areas of (a) Governance and Management (b) Resource Mobilisation (c) Human Resource Development, and (d) Accountability Systems, as outlined in the table below.

Table 2: Organisational Objectives, Measures and Outcomes

Organisational Focus Area	Objectives	Strategies	Expected Outcomes
1. Governance and management	To develop a well-structured system of governance and management bound by the values of the organisation throughout IMBA Zimbabwe	<ol style="list-style-type: none"> 1. Induction and orientation of new board members. 2. Inculcation of organisational values. 3. Board members bringing in various experiences and expertise / backgrounds including into IMBA. 4. Board members and staff reaching out and raising the profile of IMBA among stakeholders and donors. 5. Look and learn tour of projects. 	<ol style="list-style-type: none"> 1. A well governed and managed IMBA that is accountable to members and its stakeholders. 2. IMBA with a high profile & held in high esteem among all its stakeholders. 3. IMBA values upheld and lived throughout the organisation.
2. Resource Mobilisation	To raise the right quality and quantity of funds consistent with our mission objectives	<ol style="list-style-type: none"> 1. Develop a fund-raising plan addressing issues of income generating projects, donors / partners relations, donor database and use of social media visibility. 2. Improve visibility and profile – through flyers and brochures on the organisation, public, relations exercises, networking and collaboration as well as media. 3. Build a 2 months expenditure equivalent in reserves to cover funding shocks. 	<ol style="list-style-type: none"> 1. Access adequate and quality funds that enable us to fulfil our mandate. 2. Financial stability. 3. Ability to maintain a 2 months expenditure equivalent in reserve at any given time to cushion IMBA against funding shocks.
3. Human Resource Development	<ul style="list-style-type: none"> • To build capacity. • To refocus staff placement according to the newly identified thematic areas. • To have a small and efficient staff established that is facilitatory-empowering the community. 	<ol style="list-style-type: none"> 1. Conduct a skills audit of IMBA staff in order to realign them to IMBA new goals. 2. Half yearly staff appraisals feeding into staff development and training. 3. Staff development and training based on needs assessment. 4. Staff motivation and bonding. 5. Regular review of HR policies. 6. Outsourcing specialist skills or services from partners and government departments. 	<ol style="list-style-type: none"> 1. A staff establishment that is qualified, experienced and motivated. 2. High levels of staff retention. 3. Improved quality of work – efficient and effective secretariat – slick machine. 4. A motivated workforce – staff retention. 5. Communities empowered.

Table 2 (part 2): Organisational Objectives, Measures and Outcomes

Organisational Focus Area	Objectives	Strategies	Expected Outcomes
4. Accountability Systems	To have a robust accountability system to complement the strong governance, management and staff establishment.	<ol style="list-style-type: none"> 1. Develop, maintain and have annual reviews and updates of: a. financial, program and HR systems and procedures. 2. Organisational structure and the way we work to ensure proper checks and balances & team work for accountability. 	1. IMBA Zimbabwe that is accountable to all its stakeholders (including members, funding partners and stakeholders).
5. Functioning organisation	To have a well-functioning organisation	<ol style="list-style-type: none"> 1. Develop a strategic management including strategy, planning, monitoring and evaluation. 2. Create an operational management for finance, human resources, office, network administration and ICT. 3. Create a strong communication strategy 	<ol style="list-style-type: none"> 1. Effective strategic management, including strategy, planning, monitoring and evaluation. 2. Effective and efficient operational management, for finance, human resources, office and network administration, and ICT. 3. Effective communications, including branding and visibility, and communication support to programmes and management (social media, website for internal and external audiences).

9. Funding our strategies / budget plan

Table 3: Projected Sources of Income

Potential Source	2022 (US\$)	2023 (US\$)	2024 (US\$)
Usual partners	40 000	30 000	20 000
International donors/partners	5 000	30 000	40 000
Local donors/partners	2 000	10 000	20 000
Income generating projects	3 000	10 000	15 000
Fundraising for particular causes	1 000	10 000	15 000
Total (annual)	50 000	90 000	110 000
Overall total	250 000		

10. Risks & mitigation strategies



In formulating this strategic plan, a number of assumptions have been made, especially about the operating environment. We, therefore, recognise the existence of potential risks and have developed mitigation strategies to minimise their impact on IMBA Zimbabwe and its programme. The assumptions on which this plan is based, the potential risks and mitigation strategies are summarised below.

Table 4: Risks and Mitigation Strategies

Assumption	Risk	Level	Mitigation Strategy
Covid-19 will remain a big issue and a priority for governments and donors during the plan period.	Covid-19 falling on the priority list of donors – funding emphasis diverted to other issues.	Medium	Robust and diversified fundraising strategies.
Political environment is conducive to civil society operations.	Political turbulence & violence, especially around elections - civil society activities affected.	High	1. Collaboration with various stakeholders, especially government departments. 2. Remain Apolitical
An enabling donor environment.	Global focus on Covid-19 and donor fatigue may reduce funding.	Medium	Robust and diversified fundraising strategies.
Good rainy seasons	Natural disasters such as severe droughts may undermine goals and expected achievements.	Medium	Collaboration and partnerships.
A stable economic environment and continued dollarization during the plan period.	Economic meltdown	High	Diversified funding strategies.



11. Monitoring our strategic plan

This strategic plan will be the key reference document IMBA Zimbabwe. It will be accessible to staff, key stakeholders, partners and donors. The organization's operations will be guided by it. All our operational / annual plans will be developed within the framework of this Strategic Plan. Quarterly and annual reports to the Board and reports to AGMs will include, as one of the key sections, progress against this plan.

We are conscious of the turbulent and fluid political and socio-economic environment in which we operate and that changes in the environment will be inevitable. We will, therefore, organise end of year reflections

involving staff, Board representatives and stakeholders to take stock of progress against the plan and to also review changes in the operating environment that may warrant plan adjustments. Any adjustments to the plan, as a result of the reviews, will be presented to the Board for approval and AGMs for endorsement and the plan will be amended accordingly. A mid-term and an end of strategic plan period reviews will be conducted.

Our operational / annual plans will have strong monitoring and evaluation components in line with our core value of transparency and accountability. To this end, we will: establish clear structures on the ground for collection of information on indicators of progress in all our thematic areas; provide training on report writing and presentation; establish regular returns/reports from communities; and, organise regular field visit for learning and verification.

12. Bibliography

UNICEF Zimbabwe. 2018. Situation of Children.
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