SIMUKAI CHILD PROTECTION PROGRAM

SIMUKAI STRATEGIC PLAN (SSP III) 2018 -2022

LIFTING CHILDREN FROM THE SLIMY PIT

December 2017

Preface

"When my father and mother forsake me, then the LORD will take me up" (Ps 27:10). "I waited patiently for the LORD, He turned to me and heard my cry. He lifted me out of the slimy pit, out of the mud and mire; He set my feet on a rock and gave me a firm place to stand on. He put a new song in my mouth, a hymn of praise to our God. Many will see and fear and put their trust in the LORD" (Ps 40:1-3). These are two passages of Scripture that come to mind as i elaborate the 3rd SSP which will guide Simukai Child Protection Programme work between January 2018 and December 2022. The need for a new strategy document for Simukai came because of the expiry of the 2012 -2017 strategy but more importantly it is attributable to various interrelated factors that our beneficiaries continue to face socially, economically and politically. Simukai strives for a just world that advances children's rights. The Organisation will work towards this goal by focusing on 4 key interventions that make up our work, namely Advocacy, Education, Health and Economic Strengthening. The Child Rights Situation analysis findings indicated that although there are improvements in child protection from the previous strategic document 2012 – 2017 (SSP- II) Zimbabwe still faces significant challenges in achieving child rights. In response to this, the 2018- 2022 strategy seeks to consolidate the work of Simukai focusing on poverty, child abuse and injustice at different levels through the deepening of Human Rights Based Approach which seeks to promote the rights of children and youth.

Simukai Child Protection Programme will continue to enhance its work in the four organizational priorities as mentioned above particularly in the promotion of Human rights and protection of vulnerable children and youth, promoting internal layering of services on a beneficiary as well as moving from and evolutionary strategy to a revolutionary strategy which means doing better and more of the right things at the right time. To achieve intended goals from 2018 - 2022 Simukai will also develop stronger partnerships with other likeminded local and International Organizations so as to enhance our capacity to more effectively and efficiently deliver programmes while at the same time applying the Child Centred Community Development (CCCD) Standards.

Based on the above Simukai will:
   a. Deepen the impact of our work by having an effective programme framework that ensures integration, coherence and quality at all levels.
   b. Diversifying and raising our annual income
   c. Valuing our staff, continuously building their capacity to deliver on this strategy
   d. Establish effective systems and processes to improve financial management, planning and reporting and the monitoring of our work.

It is with no doubt that Women, Children and Youth are the most vulnerable groups to the negative socio - economic trends. As an Organisation we are confident that our planned work and strategies for 2018 – 2022 will go a very long way to redress some of the ills that the communities that we serve continue to face.

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Mr. E.T.M Chikoshana
Simukai Child Protection Programme
Board Chairperson

Foreword

David J Schwartz Ph.D. writes in his book "The Magic of Thinking Big" 1987 First Fireside Edition *"Belief in great results is the driving force, the power behind all great books, plays, scientific discoveries. Belief in success is behind every successful business, church, and behind every organization. Belief in success is the one basic, absolutely essential ingredient in successful people. Believe, really believe you can succeed and you will."*

Simukai Child Protection Programme has grown from just an institute that was a bridge between beneficiaries and referrals, to one that seeks to serve the child in a comprehensive manner that hinges on the Results Based management systems. As an institute, we believe in our ability to serve in the best interest of the child through a holistic approach to programming, internal layering of services, based on a more robust system that allows us to showcase our work as one of the best model of child intervention programs.

It is our profound belief that this new Strategic Plan will amplify the work that Simukai Child Protection Programme has done since inception, tapping into National and global trends in development work, in partnership with our strategic partners such as Government of Zimbabwe, Regional and International non-governmental organizations, industry and commerce as well as civil society.

The Strategic Plan will focus on comprehensive support of the beneficiaries through information sharing and advocacy, Health, Education and Economic empowerment among others

Simukai Child Protection Programme is coming of age and if we collectively and purposefully deliver on the strategic pillars and action plans we will serve the Zimbabwean child and promote their Rights and Welfare as enshrined in the Constitution of Zimbabwe's Bill of Rights, and in the Regional and International Charters i.e. ACRWC and the UNCRC.

Simukai Child Protection Programme has qualified and experienced human resources that is capable of delivering on this Strategy. This is buttressed by a capable Board and good Governance structures that take into cognizance the Nation's priorities as pronounced in the ZIMASSET blueprint. We certainly are believers in our ability to deliver on the Strategic Plan. However, Simukai Child

Protection Programme cannot achieve this Strategy in isolation. We therefore call upon all our strategic partners to help us deliver on this Strategy. We also call upon the child to be actively involved as anything for the child without involving the child is bound to fail.

David J Schwartz (PhD) also says in the same book, *"The test of a successful person is not an ability to eliminate all problems before they arise, but to meet and work out difficulties when they arise. We must be willing to make an intelligent compromise with perfection lest we wait forever before taking action. It is still good to cross bridges as we come to them."*

As Simukai Child Protection Programme we shall meet and work out difficulties when they arise in implementation of this Strategy. We shall move swiftly without procrastinating to implement with tenacity of purpose the Action Plans in this Strategy. We shall monitor and revise the Strategy where necessary until all Strategic Pillars are achieved. We believe in God, in ourselves, in our Partners and in the Rights and Welfare of the Child

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F. B Matsanga
Director
Simukai Child Protection Programme

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Acronyms

ACRWC	African Charter on the Rights and Welfare of the Child
AIDS	Acquired Immune Deficiency Syndrome
ART	Anti-Retroviral Therapy
BEAM	Basic Education Assistance Module
B.o.P	Balance of Payment
CPC	Child Protection Committees
DREAMS	Determined Resilient, Empowered, Aids-free, and Mentored and Safe girls
EC	European Commission
EU	European Union
FST	Family Support Trust
GDP	Gross Domestic Product
GNU	Government of National Unity
GPA	Global Political Agreement
HEXCO	Higher Education Examination Council
HIV	Human Immunodeficiency Virus
HPSS	Health and Psychosocial Support
ICT	Information Communication and Technology
IEC	Information Education and Communication
IGAs	Income generating Activities
IGPs	Income Generating Projects
IMF	International Monetary Fund
MDG	Millennium Development Goals
M & E	Monitoring and Evaluation
MoHCC	Ministry of Health and Child Care
MTP	Medium Term Plan
NAC	National AIDS Council
NFE	Non-Formal Education
NGO	Non-Governmental Organisation
PMTCT	Prevention of Mother to Child Transmission

PSS	Psychosocial Support
RBM	Results Based Management
SADC	Southern Africa Development Community
SDC	School Development Committees
STEM	Science, Technology, Engineering and Mathematics
STI	Sexually Transmitted Infection
UK	United Kingdom
UNAIDS	United Nations AIDS
UNCRC	United Nations Convention on the Rights of the Child
UNICEF	United Nations Children Fund
USA	United States of America
USAID	United States Agency for International Development
VMMC	Voluntary Medical Male Circumcision
VSLA	Village Savings and Loans Associations
WHO	World Health Organisation
ZDHS	Zimbabwe demographic Survey
ZIMVAC	Zimbabwe Vulnerability Assessment Committee
ZAN	Zimbabwe AIDS Network
ZIMASSET	Zimbabwe Agenda For Sustainable Socio-Economic Transformation

Executive Summary

The Simukai Strategic Plan (SSP) is a five-year 2018 to 2022, multi-sectoral framework developed to inform and guide the organizational response towards *improving the plight of 8 500 vulnerable children, 1 500 youth and 7 500 households to all forms of abuse and exploitation and health related problems by providing an enabling environment to achieve their full potential and, become productive responsible community members*. The development of the plan is premised on human rights based planning approach that is complemented by evidence and results based management approaches. The strategic plan has mainstreamed gender dimensions in the response strategies, anticipated results and indicators that will be used to measure performance. The plan provides meaningful opportunities for children and youth and their communities participation in the implementation of this response. The strategic plan succeeds the outgoing SSP (II) - 2012-2017.

To achieve the anticipated results the implementation of the organizational response will require a revolutionary rather than an evolutionary strategy – that meaning doing better and more of the right things at the right time in the right scale and intensity. For the five years (2018-2022) period covered by the SSP III, Simukai has identified the following four organizational priorities in the promotion of Human rights and protection of vulnerable children and youth.

- To increase awareness level of 8 500 children, 1 500 youth and 7 500 households on social protection (Health, Education, Economic strengthening and Information) by December 2022.
- To increase the health access and psychosocial wellbeing of 3 600 children, 1 500 youth and 7 500 households by December 2022.
- To increase access to quality formal education for 2 000 children and non-formal education to 250 children and youth and training of 600 youth by December 2022
- To increase the resilience of 7 500 vulnerable households for self-sustainability by 2022

These priorities will be achieved through the implementation of prioritized interventions that contribute to specific impact, outcome and output results. The SSP III has articulated four impact and twenty-four outcome level results. A results framework is attached as annex 2. The following are the four impact level results

Impact 1:	Increased awareness level of children and the community on social protection (Health, Education Economic Strengthening and Information) by 90% by December 2022.
Impact 2:	Increased health access and psychosocial wellbeing of children, youth and households by 65% by December 2022.
Impact 3:	Increased access to formal and non-formal education for vulnerable children and youth by 70% by December 2022
Impact 4:	Increased resilience of vulnerable households for self-sustainability by 80% by December 2022.

Operational Definitions

Child: any persons below the age of 18years

Youth: any persons between the ages of 18 to 24 years

Reunification: the removal of a child from a temporary/emergency shelter/institution to a place of permanent residence, be it any of the provided 6 safety nets.

Follow up visit: a physical visitation to a reunified child by Simukai and the Department of Social Welfare after a period of 60days to ascertain whether the child is reintegrating well in school and the community

Health: a state of complete physical, mental and social well –being

Psycho-social support: the provision of counseling, play therapy, rest and edutainment to the survivors in the Place of Safety or Drop in Center of any form of abuse for the purpose of restoring the complete emotional well-being of the survivor

Child abuse: the maltreatment of children through infringing on their rights for example corporal punishment, denying right to education etc.

Children living on the streets: any child living outside a safe and unsupervised home, such that they are prone to natural and/or deliberate harm

Children working on the streets: these are children whose most of their time is spent in the streets engaging in abusive menial jobs (child labor), such that they are deficient in rest, play and education

Case management: a collaborative process that assesses, plans, implements, coordinates monitors and evaluates the options and services required to meet client's health and human service needs

Family tracing: a coordinated effort to establish and contact a child's family of origin

Family assessment: an investigation of the child's origins to establish reasons why the child is not home and possible family of reunification

Behaviour change: a collection of efforts to foster positive human beliefs, attitudes and actions with respect to Child Protection through knowledge dissemination by awareness raising, training workshops, counselling and excursions

Formal Education: It is the process of integral education correlated stretching from primary education to secondary education and higher education that entails a systematic and deliberate intention that concretizes itself in an official curriculum applied with defined calendar and timetable.

Non-Formal Education: It is any organized educational activity that takes place outside the formal education system. Usually it is a flexible, learner centred, contextualized and uses a participatory approach. There is no specific group for non- formal education it could be children, youths or adults.

Safe space: a neutral area identified within a community which is viewed as safe e.g. church

Advocacy: public support for or recommendation of a particular cause or policy.

Lobbying: to seek influence on a matter of concern

Community: a particular area or place considered together with its inhabitants

Sustainability: continuity of an intervention with minimal external support

1.0: Introduction

SIMUKAI's Strategic Framework covers the 2018 to 2022 period. The Strategic Plan presents SIMUKAI's vision, mission, overarching goals and strategic objectives. A related Management Plan explains how SIMUKAI will strengthen its operations to deliver against this plan.

This Strategic Plan has been prepared in response to persistent organizational and programmatic challenges. They include continuing and protracted chronic vulnerability, displacement and an ever-increasing demand for humanitarian assistance due to the growing poverty. At the same time, there have been dramatic changes in the makeup of the humanitarian sector and the way it works. Communities, Governments, NGOs, regional organizations and civil society have increased their capacity to respond to humanitarian crisis. And technological advances are giving a stronger and clearer voice to children affected by disasters, enabling them to more clearly state their needs and criticize response efforts, leading to changes in the way assistance is provided.

In light of these changes, many factors—longstanding and relatively new—have challenged our community's ability to meet the needs of children affected by crisis. In addition to funding constraints, these factors include growing economic inequality and vulnerability due to global trends such as climate change and urbanization; the failure of political processes to end poverty; and inadequate prioritization and investment in disaster risk reduction.

In response, Simukai will remain focused on providing high-quality and strategic coordination services that support humanitarian actors in their delivery of principled and effective responses by supporting the implementation of this strategic plan. This focuses on improving the leadership, coordination and accountability of Simukai's humanitarian response efforts.

If Simukai is to keep pace with the increased needs of growing numbers of vulnerable children, it will need new actors and capacities, and improved links between international, regional and national aid providers. Simukai will thus work to ensure that the humanitarian sector continues to become more inclusive, and to make fundamental changes in the way it works, while building on current strengths, norms, values and principles. Much of this work will actively inform and benefit from the consultations that will create an agenda to ensure that humanitarian action is fit to respond to future challenges.

Simukai's 2018-2022 Strategic Framework was organized around three goals: 1) a more effective humanitarian coordination system that effectively reach the vulnerable children, 2) a more enabling environment for humanitarian action, and 3) strengthened Simukai management and administration. The 2018-2022 Strategic Framework builds on these three aims. Goal 1 is an extension of Simukai's efforts to create a more effective humanitarian coordination system via its specific contributions to the implementation of the organizational response which is well linked to the five year (2013-2018) national economic blue print called the Zimbabwe Agenda for Sustainable Socio-Economic Transformation agenda (ZIMASSET), the purpose of which is to improve response in the field through collective action. Goal 2 is an evolution of Simukai's efforts to create an enabling environment for humanitarian action, including through strengthened engagement with a broad range of Government Ministries, expanded partnerships with other actors and adaptation to the changing humanitarian landscape. Simukai's role in

supporting coordination, innovation and policy development in the humanitarian sector, as expressed in this Strategic Plan, is separate from matters pertaining to its internal organization.

This Strategic Plan 2018 – 2022 for Simukai Child Protection Program was developed through an inclusive and participatory approach with contributions from multi-sectoral stakeholders involved in the national response board members, staff, local and international NGOs, religious organizations, Government ministries/ departments and children.
 This process involved:
Consultative workshops: The first workshop was held on 25 – 29 September 2017 at Whitehorse Lodge in Mutare. It was attended by 23 participants representing various organizations. The objectives of the workshop were:

- ❖ Review the current strategic plan achievements
- ❖ Review the Strengths, Weakness, Opportunities and any Threats (SWOT ANALYSIS)
- ❖ Review the situation analysis of vulnerability of children in Zimbabwe
- ❖ Identify any gaps/challenges in the current strategic plan
- ❖ Identify any key strategic responses to address the challenges
- ❖ Revisit organizational (Simukai's) identity in terms of
  - o Mission
  - o Vision
  - o Goals
  - o Strategic objectives
- ❖ Rebranding of Simukai's future programming based on the current experiences by revisiting its past and informing the future
- ❖ Solicit stakeholder input into Simukai's next strategic plan.
- ❖ Identify and define key issues that will underpin the strategic plan.
- ❖ Define key indicators to be tracked during the life span of the strategic plan
- ❖ Discuss Simukai's strategic response and program approach so as to inform the next strategic plan.

Departmental Reviews: All departments of Simukai analysed their achievements, gaps in programming, problems faced during programming, Challenging issues, resources and missed opportunities. Each department was given a chance to make a presentation at the first consultative workshop. This process provided vital input into gaps/challenges faced and the anticipated strategic that informed the formulation of the strategic plan.

Secondary Data Review: To assess the socio-economic situation in the country and to examine the general state of social services. Secondary data sources included programme data, partners' surveillance data and key Government ministries data, bilateral and multilateral agencies in the Manicaland province. Review of Simukai's annual reports from 2012 and previous strategic plan (2012-2017) was undertaken.

Based on all the reviews, Simukai will formulate an operational strategic plan to support the attainment of developed strategic objectives stated in this plan, carry out mid-term programme review and an endline/Impact evaluation towards end of the five-year plan period.

2.0: Strategic Context: Situation Analysis in Zimbabwe

2.1: INTRODUCTION

Food insecurity, poor economic performance and the HIV/AIDS pandemic have combined to intensify the vicious cycle of poverty in Zimbabwe. There is a complex interplay between the humanitarian situation, HIV/AIDS and poverty. The above factors have continued to erode Zimbabwe's self-reliance at the household level and the quality of basic services at the national level, leading to increased vulnerability among the rural, urban and resettled populations. Such conditions have created push factors for children to live on the streets.

2.2: POLITICAL UNCERTAINTY

There have been visible political and economic changes in the country since the Government of National Unity (GNU). However, the GPA faced serious challenges as some of its provisions remained outstanding, for example the removal of sanctions. The continuation of sanctions has continued to affect the economic growth (*GDP <1%, IMF 2017 Report)* of the country and further eroded the currently existing resources. There are fears of political instability around the 2018 election period.

2.3: HIGH UNEMPLOYMENT

The Zimbabwe economy has been on a declining trend for the past eleven years with the country's real Gross Domestic Product [GDP] falling to below 1% as highlighted by International Monetary Fund 2016 GDP growth estimates. The unemployment rate is at 90% and the current industrial growth rate stands at -3% according to the 2017 CIA World Fact book.

Unemployment is one of the biggest night mares the country is facing. There are a cocktail of reasons leading to such a high rate of unemployment, some of them being sluggish investment and growth, weak export performance, poor macroeconomic policy environment, investment/ business climate which is unfriendly among others. This has forced many bread winners to leave the country in search of perceived greener pastures which has also left children in higher vulnerable position as head of households or in the care of elderly or other relatives.

Zimbabwe is trying to revive its industry through the introduction of a 10-point plan aimed at maintaining economic growth and the creation of much-needed jobs. The key 10 points are summarized in the chart below.

KEY TEN POINTS
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1. Revitalising agriculture and the agro-processing value
chain
2. Advancing Beneficiation and/or Value Addition to the
agricultural and mining resource endowment
3. Focusing on Infrastructure development, particularly in the
key Energy, Water, Transport and ICTs subsectors
4. Unlocking the potential of Small to Medium Enterprises
5. Encouraging Private Sector Investments
6. Restoration and building of confidence and stability in the
financial services sector
7. Promoting joint ventures and public private partnerships to
boost the role and performance of state owned companies
8. Modernising Labour Laws
9. Pursuing an Anti-Corruption Thrust
10. Implementation of Special Economic Zones to provide the
impetus for foreign direct investment
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Source: 10-Point Plan: Panacea to economic challenges

The ten-point plan is failing to reach its intended goal due to limited project funding, lack of security of tenure. On the reform of the labour law, Cross said the adoption and fast-tracking of the Labour Bill is not acceptable to the International Labour Organisation and will threaten labour relations in the long term.

The high unemployment rate has not spared the children, as majority of them have to play a more active role in supporting families in contributing to the household income. Further, other children are forced to move to other places even outside the country looking for Economic Strengthening chores while being exposed to greater risks of abuse. As a result, this has further overshadowed the other rights *(right to education, play and protection)* of children. This has also exposed these children to other forms of abuse as they start to conduct business at a tender age. Youth are also exposed to all forms of abuse because of unemployment. This means girls engage in prostitution as a survival strategy while boys engage in drug and substance abuse.

2.4: FOOD INSECURITY

The factors which have exacerbated Zimbabwe's food security situation to "serious" according to the 2016 Global Hunger Index are manifold. ***Widespread poverty, HIV/AIDS, limited employment opportunities, liquidity challenges, recurrent climate-induced shocks*** *and* ***economic instability*** all have contributed to limiting adequate access to food.

Low-productivity agricultural practices and **lack of access to markets** are also affecting the food security of the vast majority of rural Zimbabweans, whose Economic Strengthening depend on own production. Under nutrition rates are high**,** especially in rural districts where diets lack diversity – maize being the main staple – and are poor in essential nutrients. According to the poverty Atlas 2015, poverty prevalence was at 63,2 % in Mutare rural, 80,2 % in Chipinge District, 61% in Makoni District and 75% in Mutasa District.

The newly settled farmers cultivate only about 30 to 55 percent (CFSAM 2007) of the total arable land allocated to them resulting in underutilization of land. Climate change has also contributed to persistent droughts. People have failed to adopt farming skills commensurate of large scale farming.

The 2016 to 2017 farming season has been the best over a period of more than 10 years. In most parts of the country crops did well. Maize recorded a bumper harvest due to the Command Agriculture Presidential initiative. Most of the silos are full and at the same time not all families harvested enough. The season had too much rainfall which affected some crops. According to the World Food Programme 2017 report, about 4.1 million people are considered to be food insecure.

2.5: ACCESS TO HEALTH

Chapter Four, Subsection 75 of Zimbabwe's Constitution clearly stipulates that every citizen and permanent resident has the right to have access to basic health-care services, including reproductive health-care services. However, the nation is facing serious socio-economic problems, a situation that has resulted in various challenges in health institutions, including critical shortages of drugs and manpower like doctors and nurses.

According to the Zimbabwe Equity Watch 2014 domestic health financing has fallen below the Abuja commitment and below per capita levels set in World Health Organization guidance (15%). In 2014, the Cabinet allocated the health sector US$330 million (down from $407 in 2013), which amounted to 8 percent of the 2014 budget, while public hospitals were given $25 million for operations even though, by January 2014, they owed various suppliers $33 million. By 2017, it further dropped down to 281, 9 million (7%). This is inadequate to meet the core package of services for the health Millennium Development Goals (transformed to Sustainable Development Goals, Goal Number 3) and below the level needed for the essential health benefit identified by Ministry of Health and Child Care. This has made the country highly dependent on external funding for key areas of health delivery, particularly for essential medicines and supplies, and for health worker retention incentives for the primary health care and district health services that are critical for the low-income majority.

Zimbabwe is also notably in dire need for improved Water and Sanitation Hygiene amongst rural populations. Currently on Sanitation, prevalence is at 49.3% in urban areas and 30.8% in rural areas (World Fact Book 2017). According to the ZIMVAC 2017 report, nationally, 12% of households that used water from unimproved sources did not treat their drinking water. This is of concern as it exposes households to waterborne diseases, a situation which is exacerbated when there is excess rainfall and flooding as are the current erratic rainfall patterns in Zimbabwe. Safe Water being thus an Essential Health Determinant, such poor hygiene practices have affected the general health of rural populations including children.

Against such an inauspicious backdrop, the Zimbabwe Demographic Health Survey (2015) is still recording high levels of Infant and Child Mortality rates (50 and 69 for every 1 000 births respectively), Maternal Mortality at 443/100 000 and a scary life expectancy at 58 for the general populace of Zimbabwe

2.6: HIV AND AIDS PANDEMIC

Zimbabwe is one of the countries hardest hit by the HIV epidemic in the Sub Saharan region. It has the fifth highest HIV prevalence in sub-Saharan Africa, at 14.7%. 1.4 million people are living with HIV, including 77,000 children (UNAIDS 2015 HIV and AIDS estimates report). Deaths from AIDS-related illnesses continue to reduce, falling from 61,000 in 2013 to 31,000 in 2015. The number of children orphaned due to AIDS fell from 810,000 to 524,000 over the same period.

A remarkable progress has been made towards achieving the 90–90–90 targets globally. More than two thirds of all people living with HIV an estimated 70% knew their HIV status in 2016. Among those who knew their HIV status, 77% were accessing antiretroviral therapy, and 82% of people accessing treatment had suppressed viral load. According to the latest WHO data published in 2015 the total life expectancy in Zimbabwe is 60.7 with males at 59.0 and females at 62.3. This then means that the orphan hood statistics have decreased on deaths that are HIV related. Access to anti-retroviral therapy (ART) has increased due to the 90-90-90.

According to the Global Health update 2017 Zimbabwe has been listed on the countries that managed to achieve 90% in the second 90(of people living with HIV who know their status are on treatment). According to UNAIDS 2016 (Prevention Gap Report) Zimbabwe is part of the group of sub-Saharan African countries with the greatest access to antiretroviral treatment (ART), at more than 61% for adults. In fact, 5% of all people worldwide who began ART since 2010 were in Zimbabwe, showing that efforts to increase access are improving. Among children (0-14 years), and access to ART stands at 80%. Hence, the provision of services, especially treatment, care and support has improved in the last 5 years.

Zimbabwe has however, engaged into prevention methods that include Prevention of mother-to-child transmission (PMTCT), Voluntary medical male circumcision (VMMC), Pre-exposure prophylaxis (prep), Condom programming and HIV education and knowledge which have resulted in the decrease of new infections. Despite these efforts there have been a few barriers to HIV prevention in Zimbabwe which include social and cultural barriers, legal and data collection barriers and Stigma and discrimination. Male circumcision has become one of the key components of the national HIV prevention package. Besides the fact that male circumcision reduces the risk of contracting the HIV virus by up to 60%, it also reduces urinary tract infections and the risk of penile cancer in men and cervical cancer in women. The government has been encouraging adolescent males (15-29years) to participate in this programme. According to the Ministry of Health, for the country to realize this public health impact there should be at least 1.2 million male circumcisions by 2015. To reach this target, the Ministry of Health and partners is implementing a number of strategies, one of which is outreach targeting traditional circumcising communities. The programme includes components of HIV prevention and reproductive health. To date, more than 37 000 men

nationwide have been circumcised through the Ministry of Health male circumcision programme. However, as an Organization we have since lacked the capacity to contribute towards information dissemination on VMMC to the vulnerable children we work with.

The prevalence of rape cases among children is on the rise and management of such cases within the stipulated 72hours is crucial. The knowledge of both parents and children knowing the 72hr period of reporting a sexual abuse case so as to be able to administer Prep is a big challenge. It has been noted with concern that in the rural areas cases where not being reported on time. Family members take long to report. In some cases, the perpetrator is a relative who becomes a challenge to the health protocol of the child. As a result, the 72hours expire before the child gets medical attention. Of the children the Organisation has received under the DREAMS initiative (Mutare District) in funding year 2017, of the set target less than 5 children reported within 72hours.

2.7: ACCESS TO EDUCATION

Zimbabwe was recognized in the past as having arguably the best Education system in Africa. The Education system in Zimbabwe is divided into five levels namely pre-school, primary, lower secondary, higher secondary and tertiary education. Zimbabwe also recognizes the non-formal Education which refers to evening, day and study groups.

The Education system in Zimbabwe provides for 4 years of the Infant education module comprising 2 years of Early Childhood Development (ECD) and the second 2 years of formal primary education. This is followed by 5 years of Junior education module after which all students sit for the national grade 7 examinations. There is a 4-year lower secondary education course that concludes with students taking O level examinations and then for a small proportion 2 further years of education in upper secondary schools after which students may sit for "A" level examinations. Some of the "O" level graduates join training institutions such as polytechnics while the rest directly enter the job market. "Advanced level graduates either enter universities or other training institutions with the majority as well also entering the job market.

In 2015, non-formal education policy for Zimbabwe was approved which is concerned with those who never entered school due to poverty, those who enrolled for primary but dropped before completing grade 7, those who dropped out of school because of various reasons but wish to continue with secondary school and students who wrote O level but failed to pass 5 subjects and would like to supplement the subjects they failed. The Government has sought to mitigate the impact on poor families through the Basic Education Assistance Programme (BEAM) but however, due to a severe resource constraint not all vulnerable children have been able to be absorbed. Based on the Disability study of 2013 the overall estimated number of children with disability was 370,287 which found that approximately 90% of children with disability are not in school.

Circular P35 of 2016 which allows for second chance for girls who would have dropped due to rape or pregnancy to continue with education has meant that the girl child can still continue with her education. More recently the Zimbabwe Agenda for Sustainable Socio- Economic Transformation (ZimAsset) framework looks to education to provide a workforce with

competency in Information and Communication Technology (ICT), Science, Technology, Engineering and Mathematics (STEM).

According to the Education Report of 2013 that enrolment of children (both sexes) aged 5-13 dropped from 39% to 26%. Generally, the proportion of children who never attended school decreased with increasing age. Across all age groups proportions that left school are higher in rural areas than in urban areas. The age group 5-9 has the highest number of children who have never been to school.

Simukai Child Protection Programme values the fundamental right to education for all as enshrined in the Zimbabwean Constitution. It is against this background that Simukai seeks to play a key role to ensure that the vulnerable children and youth are included in inclusive, equitable and relevant education for all thereby make these vulnerable group to enjoy and excise their right to education.

2.8: INTERNAL DISPLACEMENT OF PEOPLE

Internally Displaced Persons means persons or groups of persons who have been forced or obliged to flee or to leave their homes or places of habitual residence, in particular as a result of or in order to avoid the effects of natural or human-made disasters, and who have not crossed an internationally recognized State border. It can also be referred to as the involuntary or forced movement, evacuation or relocation of persons or groups of persons within internationally recognized state borders (UNHCR 2010). The KAMPALA CONVENTION (2010), ARTICLE 4 cemented that in an event of a disaster, States Parties shall devise early warning systems, in the context of the continental early warning system, in areas of potential displacement, establish and implement disaster risk reduction strategies, emergency and disaster preparedness and management measures and, where necessary, provide immediate protection and assistance to internally displaced persons. In a nutshell, the KAMPALA CONVENTION (2010) encourages all State parties to Refrain from, prohibit and prevent arbitrary displacement of populations. In compliance of the above convention, Zimbabwe instituted the Department of Civil Protection (DCP).

Zimbabwe's vulnerability to natural hazards is compounded by endemic poverty. Underlying risk drivers include rapid unplanned urbanization, construction on wetland areas, land degradation and deforestation. The construction of the Tokwe Mkosi dam, Matebeleland flood situation of 2016 and unplanned urbanization as witnessed by the creation of Epworth among other areas forced the affected population to relocate from their places of origin. The fast track land reform programme displaced people and they moved into areas where there are no social amenities and this gave rise to social ills such as unemployment, school drop outs, child marriages, drug and substance abuse, high crime rate and prostitution as a survival strategy. These problems are also attributed poor planning by the government and other stakeholders in the displacement of people. In Manicaland, habitants of the Marange diamond mining area were relocated to Arda Transau and again they were prone to the above mentioned social ills as a result of poor planning. According to the Kimberly Process Compliance and verification report (2011-2012), 114 families affected by diamond mining in Marange were relocated 40km North of the diamond fields to the Arda Transau. A cooperate social responsibility plan in the report promised the following:

- Creation of employment for local population,
- Sharing and providing of basic services to the area,
- Training and skills transfer,
- Creation of scholarships to benefit gifted students
- Introduction of computers and internet to school
- Refurbish local clinics and schools
- Distribution of farming inputs and supplies
- Sponsorship of local sports and cultural events.

Three years down the line, nothing was done to fulfil the Cooperate Social Responsibility plan, (Human Rights Watch 2014). Instead relocating of 114 families, 700 families were relocated from 60 000 hectors of land to fit into 12 000 hectares. Arda Transau Relocation Development Trust (2014) indicated that there were no consultations made by the mining companies and the Government over the issues affecting the villagers since all the promised social amenities were not met. The Centre for Research and Development CRD (2017) noted that the Arda Transau villagers are living in a degrading environment and Economic Strengthening, 6 years after receiving unfulfilled commitments. There is now high unemployment among the displaced people and youth are engaging in substance abuse, criminal activities, prostitution and early marriage as survival strategies. There are also school drop outs as a way of cutting household's expenses. Parents are also migrating into urban areas living children un-attended and making them vulnerable to multiple abuses such as neglect, child labour and sexual abuse. The displaced people of Arda Transau are in serious need of interventions to mitigate their plight and Simukai seeks to help such communities to alleviate their situation from a vicious cycle of poverty to self-sufficiency through skills training programmes

2.9: GENDER BASED VIOLENCE

The Ministry of Women Affairs, Gender and Community Development has established the Anti-Domestic Violence Council in terms of Section 16 of the Domestic Violence Act. It is against this background the Ministry, has developed the National Gender Based Violence Strategy (2012- 2015) which was meant to improve service delivery of Government, Civil Society and development partners to prevent and respond to GBV through a multi-sectoral, effective and coordinated response. This document also spelled the definitions of Gender Based Violence to include the following:

- Intimate partner violence
- Acts of physical aggression,
- Psychological abuse and controlling behavior in the context of marriage or other intimate relationship.
- Rape and sexual assault
- Sexual coercion and harassment
- Child marriage
- Harmful practices such as girl pledging, widow cleansing, forced inheritance, Forced virginity testing
- Trafficking and sexual exploitation.

In an era where *voices on protection of the girl child* are getting louder and gender equality is high on the agenda (Constitution of Zimbabwe 2013, Chapter 2 Section 17 and 25), gender based violence still remains a thorn in the flesh in Zimbabwe, with the bulk of the victims being

women and adolescent girls. The majority of the victims are within the age range of 15 – 19 years where almost a third of women within that age range have experienced physical violence since the age of 15. The percentage increases with age, peaking among women age 25-29 (42%), and then decreasing to 33% among women age 40-49. (ZDHS 2015). Domestic violence has also been proven as a gateway to other violations and a linkage with HIV/AIDS has also been confirmed, evidenced by the DREAMS Initiative which was launched in 11 Sub-Saharan African countries including Zimbabwe in 2016.

Advocacy among parents and caregivers on the effects of gender based violence not only to them but to the children as well remains key to this strategic thinking as it affects their psychological well-being.

2.10: LEGAL AND POLICY FRAMEWORK

Zimbabwe ratified the United Nations Convention on the Rights of the Child (UNCRC) in 1990. The UNCRC contains 41 articles spelling out all rights and obligation of state parties. Zimbabwe also ratified the African Charter on the Rights and Welfare of the Child (ACRWC) in 1995 which was adopted by the African Union. While recognizing the rights of children, Section 31 of the Charter also affirmed duties and responsibilities of children towards their families, communities and nations. The country has also passed the Constitution of Zimbabwe Amendment (No. 20) ACT 2013 which for the first time in the history of Zimbabwe specifically recognizes the Rights of children (under Section 81). The Constitution places a duty to respect fundamental human rights and freedoms not only on the State but also on juristic persons such as children. The Constitution further recognizes the socio-economic rights of all Zimbabweans which gives a legal basis for the programmes Simukai is implementing.

The Government of Zimbabwe enacted pieces of legislation and policy frameworks designed to offer *protection for vulnerable children* which includes the *Children's Act, Anti-Domestic Violence Act, Guardianship of Minors Act and the Maintenance Act*. The policy frameworks include the Orphan Care Policy (1999), National Action Plan for Orphans and Other Vulnerable Children (2004) and the National Child Care Residential Standards. As such, Zimbabwe has a conducive legal environment for the social protection of vulnerable groups including children. However, a lot more still needs to be done in the implementation of these various policy and legal frameworks for the full realization of children's rights. These legal instruments support Simukai's intervention programmes in the support of the vulnerable groups.

2.11: ECONOMIC CHALLENGES

Zimbabwe's economy has faced a plethora of economic challenges over the past decade. The prolonged depression period lead to non-performance of key industrial sectors and hindered the overall growth of the economy GDP which is less than 1% according to IMF 2016. The industrial capacity utilisation is at 37% IMF 2015 which makes Zimbabwe rely mostly on importation of goods and raw materials for domestic and industrial use. The indigenous empowerment policy of 51:49 ratio of 2007 discouraged foreign investment in the country which negatively affected industry performance. This situation lead to chronic rise of trade balance of payment (B.o.P) deficit amounting to $2.3 Billion, resulting in the cost of living in Zimbabwe becoming expensive as the purchasing power of any currency was eroded.

The country is experiencing unemployment rise which is at the rate of 90%, as a result households are earning and living with disposable income below the poverty datum line of $485.00 (Zimstat; 2015). This situation raised informal market jobs were families would survive on menial jobs such as vending fruits and vegetables in the street pavements thereby making children vulnerable as they will be engaged in child labour and other forms of abuse. As B.o.P deficit worsened yearly, the foreign currency reserves depleted significantly which resulted in acute cash shortages. Zimbabwean economy introduced dollarization in 2009 as a measure to cab run-away inflation. The Reserve Bank of Zimbabwe introduced a short-term measure to address cash shortages by introducing bond notes and coins into the circulation which further worsened the economic situation by wiping out confidence in the banking sector. The directive to liquidate Nostrol accounts affected the ability of banks to import forex into the market. Players in market panicked and scrambled for cash withdrawals in hard forex which lead to insolvency of the market. Families living and surviving by means of cross boarder trading were greatly affected as they could not access foreign currency for reordering their stocks. Black market of foreign currency and basic commodities mainly cooking oil emerged, resulting in a crippling inflation as goods were now priced in three tire system that is, ***Bond notes price, Swipes / RTGS price and foreign currency price.***

2.12: CONCLUSION

Based on the above situational analysis, it is evident that developments over the past five years have had serious implications on the governance structures, systems and the capacity of the State, civil society and the private sector to respond to national development challenges. The key developmental issues discussed above are affecting the communities in Zimbabwe. While the analysis may not be exhaustive, the objective is to provide the basis for the formulation of the Simukai's next Strategic Plan. Given the volatility of the situation in the country, the plan must be based on certain assumptions or scenarios and must be short to medium term in nature, i.e. 3 - 5 years.

3.0: Achievements, Challenges and Lessons from the 2012 – 2017 Strategic Plan

3.1: ACHIEVEMENTS DURING THE STRATEGIC PLAN 2012 – 2017

During the Strategic Plan 2012 – 2017 period, Simukai scored a number of successes in fulfilling its strategic objectives mandate. Notable achievements in the past five years include the following by thematic area:

Table 1: Summary of notable achievements from 2012 - 2017

Thematic Area	Notable achievements from 2012 - 2017
Advocacy	• Engagement of communities on child abuse and child rights • Establishment of sustainable functional school and Community based empowerment and advocacy Clubs • Establishment of Safe Spaces for girls and young women • Revival and Strengthening of Child Protection Committees • Establishment of Junior School Development Committees • Awareness raising on tax and tax justice • Facilitating the engagement between community and local government
Education	• Establishment of the catch-up (non-formal) programme for school dropout children in Mutare and Chipinge. • Increased access to education through payment of school fees and provision of scholastic material. • Registration of Vocational Centre with the national Higher Education Examination Council (HEXCO). • Establishment of a pro-poor ECD.
Health and Psychosocial Support (HPSS)	• Increased uptake of Places of Safety and Drop in Centre services • Increased re-unification success rate with vulnerable children's families and communities. • Reduction of children living and working on the streets • Increased access to clinical services (HIV testing, STI screening and related medication) for the vulnerable children
Economic Strengthening	• Established sustainable functional income generating projects for individuals and groups. • Established 36 Mutual help and Village Saving and Loans groups • Improvement of life skills in communities.

3.2: PROGRAMMING FAILURES NOTED DURING THE PAST 5 YEARS

During the same Strategic Plan period (2012-2017), Simukai noted a number of failures in fulfilling its strategic objectives mandate. Notable failures include the following by thematic area:

Table 2: Summary of notable failures from 2012 - 2017

Thematic Area	Notable Failures from 2012 – 2017

Advocacy	• Program targets were not met due to limited funding • Failure to fully utilize all Media types available for greater reach of children. • Production of IEC materials were not tailor made to suit different communities or differently abled persons. • *Failure to develop a robust data management system that informs programming*
Education	• Failure to work with education authorities for inclusion of vulnerable children into formal schools under BEAM. • Failed to register ECD centre with Ministry of Primary and Secondary Education so as to get the necessary support services • *Failure to develop a robust data management system that informs programming*
Health and Psychosocial Support (HPSS)	• Failure to provide vehicles for timely programming responses within stipulated timeframe (Sexual abuse and 72hrs response time). • Failure to recruit a health professional within the organization to support health related activities • *Failure to develop a robust data management system that informs programming*
Economic Strengthening	• Failed to provide comprehensive activities within the VSLA groups so as to motivate and maintain retention of youthful members. • Failure to provide support for the adoption of new farming techniques to improve Economic Strengthening • *Failure to develop a robust data management system that informs programming*

3.3: LESSONS LEARNT DURING THE FIVE-YEAR PROGRAMMING

During the same Strategic Planning period, through its achievements and failures, quite a number of lessons were learnt in fulfilling its strategic objectives. Notable lessons include the following by thematic area

Table 3: Summary of lessons learnt from 2012 – 2017 by thematic area

Thematic Area	Notable Lessons learnt from 2012 – 2017
Advocacy	• A more targeted awareness campaign results in reaching the desired beneficiaries • Focusing on empowering children yields sustainable results in child protection • Increasing collaborations with other stakeholders increases reach as well as provision of holistic services. • Community capacity building is more sustainable as it encourages community involvement and creates community programme ownership. • Customized IEC Material tailor made to suit different communities is more acceptable and increases awareness level

	• Working with already existing community structures strengthens interventions that addresses child protection matters • *Robust record keeping and data management is an essential component that leads to implementation of evidence based programming.*
Education	• Retaining children in school decreases the chances of involvement in socially unacceptable activities such as drug and substance abuse • Failure to comply with statutory registrations of ECDs results in failure to recruit qualified personnel so as to absorb the new curriculum • *Robust record keeping and data management is an essential component that leads to implementation of evidence based programming.* • Working with schools, parents and volunteers enhances successful monitoring of projects meant to subsidize school fees payment.
Health and Psychosocial Support (HPSS)	• Coordinating and networking with other stakeholders involved in health allows for holistic service provision to the children • Good parenting skills and family environment help children to positively change behavior. • Reunification is a process that requires planning and networking for successful family re-integration. • Rehabilitation if well monitored can yield positive behavior change. • Reunification promotes community participation and ownership in child protection. • Case management system makes tracking and assisting children easier and also enables the Organization to address the actual needs of the children. • Working with health professionals enhances child protection among children • Having on site health facility improves uptake of health services • *Robust record keeping and data management is an essential component that leads to implementation of evidence based programming.*
Economic Strengthening	• Strengthening the value addition activities increases sustainability of income generating projects within communities. • Harnessing natural endowments in Economic Strengthening strategies sustainably addresses community needs. • Continuous capacity building on market strategies will sustain IGPs. • *Robust record keeping and data management is an essential component that leads to implementation of evidence based programming.*

4.0: Planning Scenarios and Assumptions

4.1: INTRODUCTION

The situation in Zimbabwe is a complex one characterised by interlocking political, economic, and humanitarian crises in the past decade. The country's politics will remain the major determinant of the direction of socio-economic development in the country. The Government of Zimbabwe enacted pieces of legislation and policy frameworks designed to offer protection for vulnerable children which includes the ***Children's Act, Anti-Domestic Violence Act, Guardianship of Minors Act and the Maintenance Act***. As such, Zimbabwe has a conducive legal environment for the social protection of vulnerable groups including children. Based on the rich policy frameworks the government of Zimbabwe has shown political will to safeguard its citizens from emerging socio-economic challenges.

4.2: PLANNING SCENARIOS

The political situation in the country in the next 3 to 5 years is largely unpredictable. Any strategic planning scenario must be premised upon some political assumptions and scenarios. The 2018 general elections are expected to revitalize the economy on the condition that pre-and post-election, peace and tranquillity as highlighted in the constitution of Zimbabwe 2013 will prevail. The election should be taken as a democratic process that offers citizens an opportunity to shape the development trajectory of the nation in a harmonized and peaceful manner. The following is a projection of the direction of political and economic developments in the country. The scenarios merely aim to present an approximate picture of what is likely to happen in Zimbabwe in the next three to five years given the local, regional and international dynamics at play. This has a big bearing on the operating environment for Simukai and any serious strategic plan must take this into account.

4.3: SCENARIO 1: SLOW POLITICAL AND ECONOMIC RECOVERY

The underlying political assumption is that 2018 harmonized election will usher in an uncertain state of affairs that will bring a non-conducive environment for investment and business performance that will further drive away investors and worsen the economic recovery situation.
The Reserve Bank of Zimbabwe introduced a short-term measure to address cash shortages by introducing bond notes and coins into the circulation which further worsened the economic situation by wiping out confidence in the banking sector. If this situation persists they will be no direct injection of local and foreign direct investment in the market.

4.3.1: Implications for Planning:

The reaction of the international community to the internal situation in the country will largely determine the rate of reconstruction, economic recovery and growth. The international community is likely to adopt the same attitude of wait-and-see posture on longer-term financial support for recovery and reconstruction. The US, UK and European Union (EU) who have been key players, among others, have expanded the definition of "humanitarian assistance" to cover many important social and economic sectors, such as agriculture, health, sanitation and education. Thus, development stakeholders like Simukai will need to focus on humanitarian assistance, reconstruction and recovery of both public infrastructure and services. There are likely to be more funding opportunities for humanitarian assistance and recovery from the major donors, i.e. Chinese Government, USAID, DFID, EC etc.

4.4: SCENARIO 2: ACCELERATED POLITICAL AND ECONOMIC RECOVERY

This scenario assumes that political reforms envisaged in the new government are achieved wholly through new strategic direction based on previous failures and challenges including lessons learnt. This will then attract investor confidence as government practically implement policies that will increase its expenditure on the social welfare of its population.

4.4.1: Implications for Planning

The key implication of this scenario is that favourable political reforms will open the floodgate for external support. Donor support will be fully restored. The economy will quickly move from the humanitarian crises, reconstruction through recovery to development mode. All socio – economic indicators will start registering positive trends. Humanitarian and development agencies will be given more space to contribute to national development. Thus, the major focus of programming will be recovery and development and Government gains capacity to deal with the humanitarian crises which are also likely to shrink.

4.5   WAY FORWARD FOR SIMUKAI

The longer the planning period the more uncertainties set in. Simukai should therefore opt for a medium-term plan, a five-year plan. For such a medium plan, scenario 1 (Slow Economic Recovery) and a combination of scenario 2 seem more likely to hold. Half way through the plan period, a long-term plan can then be developed based on the mid-term evaluations.

The above analysis has come up with two planning scenarios but the unfolding situation in the country can be a combination of scenarios. Planning flexibility to suit changing situations would be crucial in the implementation of the 2018-2022 strategic plan.

5.0: Vision, Mission, Goal and Impact results

Vision
A leading organization in enhancing an enabling environment for children and youth to fulfil their rights and contribute positively to their communities.

Mission
Protection and promotion of rights of children and youths for them to realize their full potential with the participation of families and communities

Goal
To improve the plight of 8 500 vulnerable children, 1 500 youths and 7 500 households against all forms of abuse and exploitation and health related problems by providing an enabling environment to achieve their full potential and, become productive and responsible community members.

Impact Results

- Increased awareness level of children and the community on social protection (Health, Education, Economic Strengthening and Information) by 90% by December 2022.
- Increased health access and psychosocial wellbeing of children, youths and households by 65% by December 2022.
- Increased access to formal and non-formal education for vulnerable children and youths by 70% by December 2022
- Increased self-sustenance of 7 500 vulnerable households by December 2022.

VISION: *A leading organization in enhancing an enabling environment for children and youth to fulfil their rights and contribute positively to their communities*.

MISSION: *Protection and promotion of rights of children and youth for them to realize their full potential with the full participation of families and community*

GOAL: *To improve the plight of 8 500 vulnerable children, 1 500 youth and 7 500 households against all forms of abuse and exploitation and health related problems by providing an enabling environment to achieve their full potential and, become productive and responsible community members*.

5.1: CORE VALUES

- Fostering strong **partnerships** with community members, service providers and community leaders to collectively improve health outcomes of children and youth in a transparent way that will bring organizational trustworthy.

- Focusing on continuous quality improvement in every aspect of the organization and in collaboration with our partners and funders and *promoting teamwork* in all aspects of our work

- Setting a standard of *professionalism, integrity and accountability* in all our programming and maintaining confidentiality of our dealings with sensitive information.

- Communicating *honestly, directly and respectfully* with our beneficiaries, community members, partners and staff

- Striving to be *innovative* and seeking *creative* solutions to humanitarian crisis

- Being good *stewards* of our resources while making mission-driven program decisions

- Promoting *diversity* and *non-discrimination* by accepting, *respecting* and valuing individual differences and capitalizing on the diverse backgrounds and experiences of our beneficiary members, community partners and staff.

- Creating a work environment that provides *equal opportunities* for employees to develop relevant *professionalism*, build relationships and stay connected across the entire organization.

5.2: GUIDING PRINCIPLES

Results based management:
There is strong desire by Government of Zimbabwe and its partners to realize value for money in line with ZIMASSET. Simukai Child Protection Program will promote *results, accountability and good governance* at all levels of its programming.

Rights based approach:

In line with the Constitution of Zimbabwe, Simukai Child Protection Program recognizes and upholds *human rights and non-discrimination of vulnerable children, young people with disabilities, youth, women, children and others who are socially excluded*.

Equity for fairness and justice:
The humanitarian response by Simukai will ensure equitable interventions that promote fairness in the selection of beneficiaries.

Evidence Based:
The interventions for the organizational humanitarian response will be evidence based and respond to community needs. Use of data to inform programming will be key. Resource allocation will be determined by ***the value, impact and potential for scaling up initiatives*** that benefits all target groups.

Accountability:
Multi-sectoral and mutual involvement, financial and programme reporting will form the basis for the strategic plan accountability at all levels within Simukai.

Organizational Ownership, Shared Responsibility and national solidarity:
Mutual collaboration and accountability of Simukai and government ministries, development partners, private sector, civil society and communities.

Gender sensitivity and responsiveness:
Gender mainstreaming and gender transformative approaches will inform the humanitarian multi-sectoral response across all key priority result areas.

Sustainable financing:
The 2018 -2022 strategic plan will pursue the investment approach to resource mobilization and optimize on available resources while promoting more resource mobilization activities.

Good Practices for learning:
Adoption and scaling up of evidence based best practices will be pivotal in this strategic plan

Community involvement ownership and partnership:
Communities will be empowered to take control of their resources and programmes for the long term sustainable well-being of children and youth.

Efficiency, effectiveness and innovation:
Resources will be managed efficiently to inform effective evidence based programming that will employ innovative strategies to achieve our goals. Entrepreneurship and value for money in programming will be key.

Outcome Results

Advocacy

- 8 500 children with knowledge on rights and responsibilities.
- 1 500 youth aware of their SRHR and accessing services.
- 7 500 households aware of child protection issues

HPSS

- Increased coverage of demand generation interventions for GBV services by December 2022
- 3 600 children,1 500youths and 7500 households access GBV services in communities by December 2022
- 250 community Places of Safety are established and providing services in Manicaland by 2022
- 150 Health service workers and 1500community based workers are sensitized and trained on GBV case management in Manicaland by 2022.

Education

- Increased Enrolment in the formal and non-formal education system of Children and youth by 50%.
- Increased enrolment of ECD learners by 50% at Simukai Pre-School.
- Increased enrolment for training of Vocational skills by 75% from the target   of 600.

Economic Strengthening

- Reduction of poverty levels of households by 50% by December 2022.
- Increased self-sustenance of households by 80% by December 2022
- Increased access to training and employment for vulnerable children and youths.

Impact Results

- Increased awareness level of children and the community on social protection (Health, Education Economic Strengthening and Information) by 90% by December 2022.
- Increased health access and psychosocial wellbeing of children, youths and households by 65% by December 2022.
- Increased access to formal and non-formal education for vulnerable children and youths by 70% by December 2022
- Increased resilience of vulnerable households for self-sustainability by 80% by December 2022.

5.3 GOAL AND STRATEGIC OBJECTIVES

5.3.1 Goal

To improve the plight of 8 500 vulnerable children, 1 500 youth and 7 500 households to all forms of abuse and exploitation and health related problems by providing an enabling environment to achieve their full potential and, become productive responsible community members.

This goal will be pursued through long-term objectives and strategies. The long-term objectives will cover the 5years of the strategic plan period.

5.3.2 Strategic Objectives for the Period 2018 – 2022

The key development issues identified in this report (section 1), which are negatively affecting the well-being of children, their families and communities resulting in increasing vulnerability of children and youth are:

- Political uncertainty – political uncertainty leads to economic instability.
- High unemployment – unemployment rate of over 90%, youth are the most affected.
- Food insecurity – improving but remains a key issue affecting children, families and communities.
- Access to health – prevalence of STIs, Malaria, cholera, water borne diseases - high mortality rate.
- HIV and AIDS pandemic – affecting children and youth.
- Access to education – children dropping out of school and become street children.
- Internal displacement of people – resulting in some children and youth moving onto the streets.
- Gender based violence – serious push factor for children to go onto the streets.
- Legal and policy framework – need for a comprehensive and overarching Social Protection Policy Framework to improve program design, beneficiary selection and benefit delivery.
- Economic Challenges – serious push factors for family vulnerability

In response to these issues affecting children and youth, Simukai has crafted the following strategic objectives to ensure the ***survival, protection, development and participation*** of children and youth:

- To increase awareness level of 8 500 children, 1 500 youth and 7 500 households on social protection (Health, Education, Economic strengthening and Information) by December 2022.
- To increase the health access and psychosocial wellbeing of 3 600 children, 1 500 youth and 7 500 households by December 2022.
- To increase access to quality formal education for 2 000 children and non-formal education to 250 children and youth and training of 600 youth by December 2022
- To increase the resilience of 7 500 vulnerable households for self-sustainability by 2022.

5.4 GAPS**/**CHALLENGE **A**NALYSIS AND **P**RIORITY **S**TRATEGIC **R**ESPONSE

5.4.1 Advocacy

Strategic Objective 1: To increase awareness level of 8 500 children, 1 500 youth and 7 500 households on social protection (Health, Education, Economic Strengthening and Information) by December 2022.

Sub-objectives

1. To increase awareness level of child rights and responsibility information to 8 500 children by 2022.

2. To increase awareness level of ASRH services to 1 500 youth by 2022.

3. To increase awareness level on child protection to 7 500 households

4. To increase effective participation in decision making processes and demand of their rights to improved public services through holding duty bearers to account to 500 Children and 500 youth

Table 4: Summary of Gaps/Challenges and Strategic Response for the advocacy department

Gap and Challenges	Priority Strategic Response
Lack of awareness on child rights and corresponding responsibilities among children themselves	• Development of child right clubs and Information dissemination to children
Lack of community awareness and involvement on child protection	• Partnership with legal entities • Community dialogues to disseminate information on child protection • Strengthening of existing child protection structures for increased capacity
Lack of information on adolescent sexual reproductive health (ASRH)	• Segment the youth by gender and age and give them necessary information on adolescent sexual reproductive health (ASRH)
Lack of a robust Data Management System	• Design data collection tools that are universal to all thematic areas • Develop an electronic data system • Develop Data validation/quality control system • Development of data analysis and feedback systems • Procure data storage server which is password protected.

OUTPUT RESULTS AND CORE STRATEGIES

Output results	Core strategies
• 8 500 children with knowledge on rights and responsibilities.	• Information dissemination through club formations.
• 1 500 youth aware of their ASRHR and accessing services.	• Facilitation of youth dialogues on ASRHR issues and providing enabling environment for accessing services
• 7 500 households aware of child protection issues	• Awareness campaigns and community dialogues on child protection issues

5.4.2 Health and Psycho-Social Support (HPSS)

Strategic objective 2: To increase the health access and psychosocial wellbeing of 3 600 children, 1 500 youth and 7 500 households by December 2022.

Sub- Objectives

- Increase the health access to HIV testing, STI screening to 3 600 children by December 2022.
- Increase the health access to HIV testing, STI and cancer screening to 1 500 youth by December 2022.
- Improve the sanitation and hygiene of 7 500 households by December 2022.
- Increase access to comprehensive counselling and life skills services to 3 600 children and 1 500 youth by December 2022.

Table 5: Summary of Gaps/Challenges and Strategic Response for the HPSS department

Gap and Challenges	Priority Strategic Response
Limited community awareness of various forms of abuse and their effects on HIV and AIDS among children and young people	• Community sensitization and use of tailor made information addressing the community needs in conjunction with the Advocacy and Prevention department
Health component not adequately defined in the department as a result there is lack of: 1. a health professional 2. a professional counsellor 3. Standard Operation Procedure to address emergence health issues	• Recruitment of professional health personnel Capacity building of staff in health-related topics and psychosocial support of HIV Testing and STI Screening • Align activities to other national and international strategies and visions e.g. the 90 90 90 • Adopt and employ a Standard Operation Procedure for Health specific child protection from MOHCC.
Lack of post-reunification support activities that are targeting our beneficiaries to avoid relapse cases	• Promotion of behaviour change among young people and older ones. • Carry out follow-up visits and linkage of reunified children to Economic Strengthening and Empowerment department
Weak internal referral system for beneficiaries across thematic areas	• Design an internal referral system for beneficiaries across thematic areas

Health specific fundraising was overlooked	• Design a health specific fundraising strategy within the thematic area
Weak linkage with the Ministry of Health and Child Care	• Develop and sign a Memorandum of Understanding with the Ministry of Health and Child Care and increase collaboration with this ministry • Combined M & E system with MoHCC
Lack of a robust Data Management System	• Develop an electronic data management system • Develop a Data validation/quality control system • Develop data analysis systems • Procurement of data storage servers
Lack of vehicles at Outreach Offices	• Purchase vehicles that will be stationed at Outreach Offices for programming expedience • Optimal vehicle resource use

Output results and Core Strategies	
Output results	**Core strategies**
• Increased coverage of demand generation interventions for GBV services by December 2022	• Collaboration with the Advocacy and Prevention thematic area to increase Health awareness campaigns
• 3 600 children,1 500youth and 7500 households access GBV services in communities by December 2022	• Facilitating access to health services in conjunction with the MOHCC
• 250 community Places of Safety are established and providing services in Manicaland by 2022	• Support the Department of Social Welfare in identification, capacity building, establishment and coordination of 250 community Places of Safety by 2022
• 150 Health service workers and 1500community based workers are sensitized and trained on GBV case management in Manicaland by 2022.	• Develop a Memorandum of Understanding with the Ministry of Health and Child Care and collaboration with this ministry in carrying out health related activities.
• 3 600 children and 1500 youth are sensitized on GBV in Manicaland by December 2022	• Carry out community sensitization meetings in all the districts of Manicaland.

5.4.3 Education

Strategic objective 3: To increase access to quality formal education for 2 000 children and non-formal education to 250 children and youth and training of 600 youth by December 2022

Table 6: Summary of Gaps/Challenges and Priority Strategic Response for the Education department

Gap and Challenges	Priority Strategic Response
Lack of knowledge on the value of education and its impact to children and youth	• Awareness Campaigns on the importance of education

Decline in ECD Enrolment	• Partnering with a registered school to ensure that once children graduate from ECD they enter automatically for junior school into that school and parents have an assurance.
Lack of Education Policy specific for the organization	• Design an Education Policy that speaks specific to the Organization operations and delivery
Weak Data Management Systems	• Develop an electronic data management system • Develop a Data validation/quality control system • Develop data analysis systems • Procurement of data storage servers
Late payment of fees	• Adapting to the use of Eco cash, Transfers, Swipe machines and other payment plans
Lack of continuity of interventions leaving learners mid-way their Education	• Capacity Building the community, SDC and heads of Schools in mutual agreement where projects are given to enhance children completing their education.

Output Results	Core strategies
Increased Enrolment in the formal and non-formal education system of Children and youth by 50%.	• Continuous effort by the Organisation to have children absorbed into the BEAM system or other projects. • Capacity building of communities with skills and resources to be able to support children to go to formal education. • Supporting community structures that will provide informal education
Increased enrolment of ECD learners by 50% at Simukai Pre-School.	• Partnering with registered schools for continuity into the formal education
Increased enrolment for training of Vocational skills by 75% from the target of 600.	• Updating the courses being offered to meet the demands of students. • Mobilize funds to support fees payment

5.4.4 Economic Strengthening

Strategic Objective 4: To increase self-sustenance of 7 500 vulnerable households by 2022.

Table 7: Summary of Gaps/Challenges and Strategic Response for the Economic Strengthening department

Gap and Challenges	Priority Strategic Response
Lack of community social protection safety that effectively addresses the community safety nets.	• Strengthen and support the setting of social safety nets
Lack of strategic use of water resources for income generating projects	• Training Multiple-use of water and use of appropriate technologies. • Training in Conservation farming techniques e.g drip irrigation, securing water sources, peddle water pump
Lack of community use of natural endowments to develop Economic Strengthening strategies so as to effectively address the community needs through farming systems.	• Integrated, intensified farming systems • Generating business ideas training- project selection planning and management • Capacity building of community on use of natural endowments
Lack of IGP initiatives to support community structures	• Training and capacity building of communities in income generation projects • Look and learn initiatives on IGPs

Lack of sustainable Secure markets for supporting community produce	• Identification and Facilitating of market linkages • Developing sustainable clustering of beneficiaries.
Support structures lacking business acumen to enhance initiatives	• Capacitate community support structures e.g. Parents, Mentors, Traditional leaders
Informal approach of doing business with children.	• Formalisation of business activities e.g. adoption of business best practices and registration where applicable.

Output results and Core Strategies	
Output results	**Core strategies**
Reduction of poverty levels of households by 50% by December 2022.	• Capacity building of households with skills and resources to be able to effectively implement sustainable IGPs. • Promotion of market linkages internally (targeted households) and externally (communities).
Increased self-sustenance of households by 80% by December 2022	• Capacity building of households with appropriate skills and resources to be able to effectively implement sustainable IGPs. • Implement accountability measures for self-sustenance in the areas of education and food security
Increased access to training and employment for vulnerable children and youth.	• Supporting community structures to enable skills training in Economic Strengthening projects

5.4.5: Strategic Information Management Overview:

An effective strategic information management (SIM) is necessary with the adoption of a human rights evidence-based and results based planning and management approaches. SIM is premised on the existence of an effective and efficient monitoring and evaluation system coupled with a functional operational research system. Data collection, analysis and reporting constitute the basis for SIM. Strategic information is necessary for decision-making, planning and resource mobilisation and allocation. Simukai has needs to develop a organizational M&E plan that will be used for purposes of tracking the implementation of the SSP II. In the short term the M&E plan will be used to establish baselines and Simukai Strategic Plan to track annual performance of SSP II. In the long term the M&E plan will facilitate a process of measuring the outcome and impact results. These are articulated in the results framework and the M&E plan itself.

An assessment of the organizational M&E System needs to be undertaken. The quick assessment revealed that Simukai had insufficient staff to enable them to fulfil their roles in coordinating the M&E of the organizational response. Therefore, SSP III will prioritize the capacity building of staff in order to bridge the gaps identified in addition to advocating for recruitment of new staff.

Several strategies will be adopted to strengthen the organizational M&E system. These are -

i. Capacity development of human resources for M&E at all levels i.e. organizational, provincial and district levels.
ii. Mainstreaming of the organizational M&E results and indicators in other partners to ensure harmonization and alignment within M&E frameworks
iii. Development of the M&E guide with clearly defined indicators and targets
iv. Strengthening the capacity of stakeholders to use the data in decision making and programming

Training of M&E personnel will be conducted at community, district, province and organizational levels. As part of developing the organizational monitoring and evaluation training curricula, the organization needs to adopt and adapt training curricula from well-established partners.

The M&E capacity development process will also include development and production of the M&E indicator protocol and revised data collection tools. Periodical supervisory and mentoring field trips will be conducted by designated M&E expertise. During the period of SSP II, tools for field assessments of the M&E system and data collection processes will be standardised. Improved strategic information management will enhance Simukai's reporting capacity on its Provincial commitments.

Monitoring SSP III
Monitoring of the SSP III will be an on-going activity during the life cycle of SSPIII. The process will involve routine data collection by Simukai and its implementing partners using the standardised data collection tools. Additional monitoring will be premised on desk review of periodical reports submitted by strategic implementing and development partners. Routine monitoring will focus on annual targets, and output results. Overall routine monitoring process will aim at ascertaining

i. Whether SSP III implementation is on track, and making desired progress towards attaining the set targets.
ii. Whether resources (human, financial and material) are being used efficiently
iii. Whether services are available and being easily accessed by all children and youth.
iv. Whether the involvement and participation of beneficiary communities, and civil society organisations is sustained at desired levels.
v. Whether emerging barriers that have the potential to negatively impact on the project implementation are being addressed on time.
vi. How the SSP III strategies are facilitating capacity development, knowledge and skills transfer, the improvement of service delivery systems, and strategic information management.

Evaluation of the SSP III

Assessment of the extent to which objectives of the strategic plan (SSP III) are met requires an array of periodic reviews and evaluations. These evaluations are critical to collection of specific outcome and impact indicator values as well as evaluating some fundamental attributes of programs such as *efficacy, equity, relevance, appropriateness* etc. The Evaluation component therefore has to be strategically planned for utilizing organizational surveys and surveillances, project evaluations and other similar researches.

SSP evaluation will be conducted twice during the life cycle of the strategic plan. The evaluation will assess the extent the strategic plan has or is moving towards the achievement of *planned annual targets, outcome and impact results*.

A midterm review of the SSP III will be conducted in 2020 to assess progress being made in reaching set results and targets. The mid-term evaluation will provide an opportunity to rethink organizational strategies for scaling up the programming response. The assessment will involve a desk review including routine M&E data generated by the developed organizational system, key informant interviews, the compilation of any relevant data and information, and the organisation of a review workshop where findings are presented and deliberated on by stakeholders. The priorities and strategies of SSP III will be modified as necessary based on emerging evidence.

By mid 2022, the end-of-term evaluation of the SSP III will be undertaken to inform the development of a *successor strategic plan and operational plan*.

Reporting

Although routine monitoring is an on-going process reporting will be done quarterly on the basis of the targets set. Data will be analyzed at district level where district quarterly services coverage reports will be compiled for submission to the organization through the M&E Officers. Simukai will conduct a secondary data analysis to ensure data quality at organizational level.

Gaps and Challenges
- The organizational M & E system is weak if not non-existent. Many of the indicators don't have baselines. Simukai does not have a one-stop shop for strategic data. Databases are fragmented and largely un-coordinated.
- Inadequate capacity for data collection, analysis and use at various levels of the response.
- Stakeholders have not been guided by common results neither are they using common indicators for their programming.
- Inadequate use of strategic information.

6.0: Strategic Directions

Strategic Plan Duration

The Strategic Plan period will be 2018 to 2022. The five-year period is in recognition of the unstable and deteriorating political and socio-economic context. There is also going to be a review of the Plan following political and economic trends

Beneficiary Reach

Simukai's programs will target all vulnerable children (boys and girls of 0-18 years); youth (18-24 years) and vulnerable male and female households regardless of colour, tribe, creed and political affiliation. Thus, the programs will cover children, youth and their communities.

Geographical Reach

In the last five years, Simukai has changed its geographical reach to include rural communities. Simukai has been operating in *Mutare, Rusape and Chipinge*. In the next 5 years, Simukai will scale up operations in all the seven rural districts of Manicaland Province that is, *Mutare, Mutasa, Nyanga, Makoni, Buhera, Chipinge and Chimanimani.*

Program Focus

Simukai has the following program departments:

- Advocacy Department
- Education Department
- Health and Psychosocial Support Department
- Economic Strengthening Department
- There are also two outreach programs in Makoni and Chipinge.

Program Approach

Simukai's program approach will be a combination of the basic needs, rights based and evidence based approaches. Current approach focuses on meeting the basic needs (e.g. health, food, shelter, education) of children in difficult circumstances *(social protection)*. While this is critical for the survival of the children, under the current strategic plan it will be imperative to move towards an *evidence based and rights based approach* to enhance the capacity of children, their families and their communities to understand their basic rights. This will be a more holistic approach.

The key strategies underpinning this strategic plan are:

Social Protection

The unstable socio-economic environment has resulted in the breakdown of social safety nets leading to increased suffering of the marginalised groups including vulnerable children and

youth; ***this makes social protection an imperative cross-cutting strategy***. Social protection is a range of protective, preventive and reconstructive/rehabilitative measures, actions and interventions to help poor, vulnerable and marginalised groups to overcome destitution and the economic and social distress arising from socio-economic conditions, the political situation and natural disasters in the country.

Promotion of behavioural change

Behaviour change is needed to create safe environments for children, that is, safe and child friendly homes, schools and health institutions, good governance, gender equity in terms of access and control of resources and assets. This involves working towards eliminating the factors that push children onto the streets and creating safety nets that will promote behaviour change among children, youth and their families and their communities.

Community Capacity building

Capacity building is the process of equipping individuals, a community, an organization, or institution to undertake the necessary functions to realize their mandate, thereby supporting their ability to identify and solve issues over time within the community settings. Simukai will strengthen the management capacities of communities and community-based structures, such as child protection committees, to own and manage development processes and realise the rights of children and own the process and outcomes.

Partnerships

This refers to deliberate alliances between Simukai and other bodies, formal or informal, local or international, to achieve a similar vision and objectives. The need for partnership can clearly be based on *operational and complementarity needs*, but at the local level, it is also founded on a moral imperative – meaning our efforts must be geared to supporting, not replacing local efforts for development. Working in partnerships and networks will enable Simukai to leverage the scarce resources on behalf of children and families. It will also allow Simukai to bring different organisations at different levels together (community, government, non-government and private) to work on behalf of children.

Advocacy and lobbying for children's rights

Simukai will design program interventions that contribute towards the fulfilment of the rights of children through ***advocacy***. Simukai will also work with different levels and partners to raise awareness on children's rights so that children, their families and communities come to know, and be accountable for, their responsibilities towards the children's rights.

Integrated Approach to programming

This is a cross cutting strategy to ensure synergy across all programs and operational units of the organization and apply the core values of teamwork spirit that will ensure evidence based programming.

7.0: Human Resources Development

This section focuses on organizational capabilities to deliver and support the developed strategies and organizational structures to enable efficiency and effectiveness of programme implementation.

Due to the significant changes in focus, program approach and strategies between the 2012-2017 strategic plan and new (2018-2022) strategic plan, there is need to reorient human resources requirements and structures that will enable organizational performance to be well defined. A structure realignment exercise must be undertaken that will lead to the development and maintenance of structures that ensure: interface with communities in an empowering manner consistent with sustainable models and rights based approach; good management support to Simukai departments so as provide an enabling environment to perform; *development of the M & E department that is well capacitated so as to define organizational performance and accountability, learning any best practice models and sharing through partnerships,* alliances and networks with Government and other organizations with similar program focus and approach at all levels and a strong advocacy and lobbying program that ensures evidence based programming.

Based on the expected deliverables for each department, strong human resource development program will be designed and implemented to enable Simukai to deliver on this strategic plan efficiently. The program will focus on, inter alia:

Skilled Staff
Engaging qualified, highly experienced and multi-skilled staff that develops and promotes organizational core values such as **Teamwork**.

Staff Induction
Comprehensive and structured induction to enhance Simukai's capacity with a highly motivated and value driven staff who are focused and accountable to their work.

Performance Management
Effective management of performance is crucial for Simukai. This involves objective setting, review and feedback on staff performance on weekly, monthly or quarterly basis with a focus on results based management (RBM).

HIV and AIDS at the Workplace

Developing an HIV and AIDS workplace policy to deal with issues of chronic illnesses among staff.

Rights Based Programming

Sharpening rights based programming related skills including facilitation and community mobilization and organization.

Policy Advocacy and Lobbying

Developing capacity and competencies in policy advocacy and lobbying.

Research Skills

Developing policy research and analysis capacity and skills so as to use evidence (data) based programming.

Grants Management

Sharpening competencies in fund raising and grants management and accountability.

Partnerships and Networking

Sharpening relations building, networking and partnerships development skills.

Monitoring and Evaluation

Developing and sharpening monitoring and evaluation, and impact assessment capacity and competencies in order to ensure program quality and evidence based programming.

Human Resources and Experts Database

Maintaining an up-to-date database of Simukai staff, external experts and agencies that can be called at short notice for capacities and competencies that may not be in Simukai.

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8.0: Resource Mobilisation

Consistent with program consolidation and growth plans, Simukai's budget will grow from the current US$3.5 million (as at December 2017) to a projected level of US$7 million by year 5 of this current Strategic Plan period.

Given the standoff between the Government of Zimbabwe and the international community, the flow of international aid particularly for development purposes is restricted. Western donors prefer to channel grant funding through international NGOs. At the upturn, we expect there to be more grant funding for rehabilitation and reconstruction processes.

Building on past experience, Simukai will plan to significantly increase fund raising targeting both bilateral organizations and the corporate sector. This will bring mutual benefit to donors and Simukai. While donors will be able to demonstrate social responsibility, Simukai will show development lessons and best practices thereby influencing the policies and practices of donors through this engagement.

Communities will not be passive beneficiaries. Simukai's approach will be facilitatory. Through the rights based approach, Simukai will build capacities of communities to take ownership and control of development processes. Communities will contribute their time, local resources including knowledge and labour to development processes and, where possible, all these will be quantified and acknowledged in plans and budgets.

Simukai will adopt a two-pronged approach to resource mobilization, that is;
- Soliciting resources from those who are able to give, e.g. donors, foundations
- Generating certain resources on its own.

Simukai's strategies for resource mobilisation will include:
- Improving program quality
- Implementing high impact and low cost interventions (cost effectiveness). Documenting and sharing success stories. Evidence of past accomplishments is crucial in resource mobilization.

1.   **Good Corporate Governance**
A strong governance structure such as a Board of Directors should be in place to lead the organization in resource mobilization efforts. Simukai should demonstrate impact of its programmes, transparency and accountability for resources. Simukai's systems and

procedures be reviewed and assessed to determine what is needed to support efforts for all strategic directions in an integrated manner. Simukai will ensure sound financial systems that will safeguard the resources raised, including adequate financial controls that demonstrate good management and build trust.

2.   **Partnership and networking**

Creating and nurturing partnerships and networks with both international and local NGOs to leverage resources from partners. Good relationships are the foundation for effective resource mobilization.

3.   **Resource Mobilisation Team (RMT)**

Creating a vibrant resource mobilization function within the office of the Programme Manager/Director to champion sourcing of grants. Resource mobilization is as important to the structure of the organization as its programme departments or its administration and finance departments. Another important function of the RMT will be developing and keeping a buffer of concept notes and project proposals.

4.   **Engagement with bi-lateral and multi-lateral donors**

Simukai will make relentless efforts to engage with donors for funding. A record of interactions with the donors will be maintained. A donor profiling system will be established. Donor profiling refers to the systematic collection of information about donors that is relevant to decision making. Donor profiles should summarise funding mechanisms, budgetary cycles, policy priorities and potential opportunities for funding.

5.   **Private Sector and Foundations**

Simukai will also target corporations and foundations in its fundraising endeavours.

6.   **Income Generating Projects**

In pursuance of the need for self-reliance, the organization will undertake various and appropriate income generating projects to raise funds for its programs. Thorough feasibility, market and financial (cash flow) analyses for such projects will be imperative to avoid viability challenges.

7.   **Child Sponsorship Programme**

Child sponsorship is a viable – tried and tested fund raising strategy. Simukai will consider this strategy in conjunction with other partners.

8.   **Community Contributions**

Mobilising communities to contribute their time and local resources—including knowledge and labour—to development processes, and, as much as possible, these contributions will be quantified and acknowledged in plans, budgets and reports.

Effective resource mobilization does not rely on a single strategy. The old adage "do not put all your eggs in one basket' applies to resource mobilization. Use of multiple strategies is crucial. Simukai's resource mobilization efforts will anchor on its vision and mission to avoid following the money "or as the old saying goes, "beggars cannot be choosers

Annex 1:   Review of Simukai's Programmes: 2012 - 2017

1 Internal Challenges:

Human Resources

- o Inadequate staff for daily activities such as domestic duties, psychosocial support (PSS) activities, street visits, and documentation, facilitation and maintenance of facilities.
- o Due to erratic donor funds, the organization has failed to offer long term contracts to staff and this has an effect on the morale and turnover of staff.
- o Non-renewal of some staff contracts due to expiry of grants leaving the organization with skeletal staff.
- o Lack of decent incentives for volunteers and interns.
- o Weak staff development practice.

Finance

- o Inadequate financial resources made programme activities such as family tracing, follow ups, health assessments and reunification slow and difficult.

Administration

- o Shortage of vehicles for program work.
- o In sufficient computers affecting programming, particularly production of reports.
- o There is need to establish clear procurement policies and systems that bring value for money

Program Design & Management

- o There were no psychological assessments, STI and cancer screening, HIV testing of some of the children and youth in order to determine how best to assist them according to their specific psychological requirements.
- o Relapse cases of children, that is, children going back to the streets after rehabilitation.
- o Family tracings and follow ups were difficult in instances where children were reluctant to share information relating to their family backgrounds.
- o Working with children with disability (e.g. the hard on hearing and speech impairment) and children whose caregivers were living with disability, e.g. visually impaired was a challenge because of communication problems despite the availability of a communication chart.

2 External Challenges

Resource Constraints

- o Socio-economic instability made it difficult to have long term plans for reunified children.
- o Sustainable Economic Strengthening skills were not very effective due to lack of resources and the high poverty levels of targeted groups.

Cultural and Religious Practices

- o Some cultural and religious practices were perpetuating child abuse. Such practices posed a challenge to advocacy work against child abuse.

Legal System

- o Prolonged trial periods of some of the children's cases forced Simukai to accommodate the children in the place of safety for too long, that is, more than the three months stipulated by policy.

Communication

- o Negative publicity generated by children who failed to utilize the opportunities given to them. This distorted the public's perception of the organization as a whole, as well as discouraging other children from seeking assistance.

Donor Dependency

- o Donor dependency syndrome among beneficiaries.

Increasing number of children on the Streets

- o Increasing number of children working on the streets. Most of them come from Mozambique and are vulnerable to child trafficking.

Lack of Proper Care for Children

- o Caregivers leaving children without food for weeks resulting in some children going onto the streets.
- o Parents sharing single rooms with children above 16 years of age (some children opted to sleep in night clubs or disused cars).

Child Marriages

o Girls are getting married at younger ages and dropping out of school.

Lessons Learnt

Co-ordination and Networking

o Maintaining cordial relationships with partner organizations strengthens co-ordination and creates linkages with stakeholders.

Gender Based Violence/Child Abuse

o Child abuse leads to low self-esteem and confidence to the child. Survivors of abuse housed in the Place of Safety showed withdrawal symptoms and in some cases aggressive compensatory behaviour.
o Domestic violence exposed children to abuse, not just emotional but all forms of abuse. Children from broken homes were vulnerable to all forms of abuse.
o The more communities were sensitized on child rights, protection issues, the more they were equipped with knowledge on how to properly monitor any possible form of abuse within their environments.
o Addressing issues of sustainable Economic Strengthening in communities was linked to reduction of gender based violence.

Program Design and Management

o Reaching the family of origin during reunification provided an opportunity to get more information on circumstances under which the child left home.
o Reunification is a process that requires careful planning and networking for successful family reintegration.
o Family development plans outlining family status, existing resources, family development goals, support needs and program entry and exit points are essential.
o Rehabilitation if well monitored can yield positive behaviour change, hence the need to monitor the process well.
o Rehabilitation process differs from child to child depending on the environment where the child is placed.
o Good parenting skills and family environment help children to positively change behaviour.
o Children working on streets tend to increase during school holidays.
o Children who work on the streets come from all forms of social status

Program Sustainability

- Empowering youth with Economic Strengthening skills can enable them to become self-reliant through skills acquired.
- If caregivers are empowered with skills they can sustain basic needs of the families.
- Family involvement in decisions making with the child increases the possibility of child's chances of retention and reintegration within a family set up.
- Reunification encourages community involvement and ownership.

Recommendations
Human Resources

- Organizational policies should be continuously updated and reviewed in order to cater for the dynamic environment.
- Capacity development for staff must be on going to suit the dynamic environment of humanitarian work.
- Remuneration for staff should be in line with trends in the industry.
- Recruitment of staff should consider professionalism and skills

Resource Mobilisation

- There is need for relentless resource mobilization in order to achieve Departmental objectives.
- Resource mobilisation to be a cross cutting component to all projects

Communication and Advocacy

- Lobbying for website based adverts for all activities within the organization for local and international visibility
- Lobbying with the Zimbabwe Broadcasting Corporation for free radio awareness program on child protection.
- Publishing weekly /monthly newsletters to market the organization's work and ideas to other stakeholders and donor community.
- Producing a wide variety of IEC materials that is relevant to and attracts children – e.g. school stationery, CDs, arm bands and balloons.
- Making use of Child Advocate in awareness activities so that children can get their messages directly to her, this may be more appealing - children speaking for themselves.

Program Design and Management

- There is need, funds allowing, for constant follow ups on reunified children as relapses are on the increase.

- More work is needed in raising awareness on the plight of children living on the streets in order to minimize discrimination and the numbers of children running away from homes. Engaging other stakeholders to organize and hold bigger crowd pulling awareness activities like road shows.
- Using the community volunteers' concept - developing relationships with communities through community volunteers.
- Fostering of children living on the streets who want to leave the streets but do not want to go back to their homes (the development of social services)
- Becoming actively involved in issues of child trafficking-sensitizing communities about it and assisting survivors to get back to their families.
- Increasing training for children in life skills, that is, disseminate information on HIV and AIDS, reproductive health and gender issues.
- Formation of support groups of guardians of children living and working on the streets and support them with relevant projects.
- Gender mainstreaming in all programming. e.g. involvement of male guardians.
- Bringing on board the disabled in programming as well as under-fives who spent time in town with their vending parents.

Program Sustainability
- Empowerment drive to reduce household poverty through functional support groups among families of former street children through well thought out and crafted income generation activities (I.G. As).

Corporate Governance

- Have a fully-fledged Board that is active and assists with ideas on fundraising.

5. Gap Analysis
Overlaps
- Programme staff spend a lot of time doing administrative duties such as sourcing quotations and purchasing. Such duties should be the responsibility of the Finance and Administration Department.
- Ineffective inter departmental co-ordination. Focus should be on the work processes not Departments.

Gaps

- Simukai does not have an effective M&E function. Project impact assessments not effective.

- o Weaning of children after 18 years with no strategy afterwards.
- o Family developmental plans not available - need for a time frame.
- o Simukai's current programme approach is more re-active than proactive approach. There is need to reverse this situation.

Recommendations

- o All roles and responsibilities must be well defined and there must be proper coordination amongst Departments.
- o Management must look into all the challenges and gaps identified and come up with viable solutions.

Annex 2: Outcome results and indicator index with values

Results Code	Outcome results	Indicator Code	Indicator	Baseline (2017)		Target	
				Value	Data sources	2020	2022
Advocacy							
AD1	Children with knowledge on rights and responsibilities increase by 50% by 2020 and 80% by 2022.	AD1	% of targeted children with knowledge on rights and responsibilities.	20%	2017 Achievements	50%	80%
AD2	Youth whose awareness level of their SRHR improved by 50% by 2020 and 80% by 2022.	AD2.1	% of youth who are aware of their SRHR	35%	2017 Achievements	50%	80%
.	Youth whose awareness level of their SRHR and are accessing SRH services improved by 50% by 2020 and 80% by 2022.	AD2.2	% of youth who are aware of their SRHR and are accessing SRHR services	40%	2017 Achievements	50%	80%
AD3	Households awareness level of child protection issues increased by 50% by 2020 and 80% by 2022.	AD3	% of households targeted who are aware of child rights and child abuse	30%	2017 Achievements	50%	80%
AD4	Children and youth sensitised on GBV, HIV/AIDS and STI increased by 50% by 2020 and 65% by 2022.	**AD4.1**	% of children reached with GBV information	30%	2017 Achievements	50%	65%
		AD4.2	% of children reached with HIV/AIDS information	60%	2017 Achievements	80%	95%
		AD4.3	% of children reached with STI information	30%	2017 Achievements	50%	65%
		AD4.4	% of youth reached with GBV information	30%	2017 Achievements	50%	65%
		AD4.5	% of youth reached with HIV/AIDS information	70%	2017 Achievements	80%	95%
		AD4.6	% of youth reached with STI information	50%	2017 Achievements	70%	90%

AD5	500 Children and 500 youth effectively participate in decision making processes and demand their rights to improved public services through holding duty bearers to account by December 2022	AD5.1	*Number of children and youth effectively participate in decision making processes and demand their rights to quality public services*	300	2017 Achievements	500	1000
		AD5.2	*Number of schools where steps are being taken to increase accountability to their pupils and community*	3	2017 Achievements	5	11
Health and Psycho-Social Support							
HP1	Children who have received HIV/AIDS services improved by 50% by 2020 and 80% by 2022	**HP1.1**	% of children tested for HIV/AIDS	20%	2017 Achievements	60%	90%
		HP1.2	% of children tested positive for HIV	5%	ZDHS 2015	5%	5%
		HP1.3	% of children tested positive for HIV and linked to care	40%	ZDHS 2015	70%	90%
		HP1.4	% of mothers, whose children are HIV positive who are referred to community support groups	40%	ZDHS 2015	50%	80%
HP2	Children who have received STI services improved by 50% by 2020 and 80% by 2022	**HP2.1**	% of children tested for STI	20%	2017 Achievements	50%	80%
		HP2.2	% of children tested positive for STI	?	?	?	?
		HP2.3	% of children tested positive for STI and treated.	30%		60%	90%
HP3	Health service workers and community based workers' whose knowledge levels on GBV case management has improved by 50% by 2020 and 80% by 2022 in Manicaland	**HP3.1**	% of health service workers with knowledge on GBV case management	Unknown		50%	100%
		HP3.2	% of case care workers (CCW) with knowledge on GBV case management	Unknown		50%	80%
HP4	Number of households whose water and sanitation hygiene has improved by 100% by 2022	**HP4.1**	Number of households received toilet construction material	20	2017 Achievements	50	100
		HP4.2	Number of households received hygiene kits	1 276	2017 Achievements	3 750	7 500

		HP4.3	Number of households with water and sanitation hygiene access	1 276	2017 Achievements	3 750	7 500
	Economic Strengthening						
ES	Households using water resources for income generating projects increased by 50% by the year 2020 and 80% by the year 2022.	ES1.1	% of families with minimal storage water sources engaging in horticulture as a means of earning a living	20%	2017 Achievements	50%	80%
		ES1.2	% of households trained in appropriate farming technologies and is now food secure.	20%	2017 Achievements	50%	80%
		ES1.3	% households that received garden seeds	20%	2017 Achievements	50%	80%
		ES1.4	% households that received other agricultural inputs	20%	2017 Achievements	50%	80%
		ES1.5	% households capacitated on water usage techniques	20%	2017 Achievements	50%	80%
		ES1.6	% households being able to procure inputs on their own	30%	2017 Achievements	50%	80%
		ES1.7	% households in effective working groups with nutrition gardens.	40%	2017 Achievements	50%	80%
ES2	Families with knowledge on use of natural endowments to develop Economic Strengthening strategies to increase by 50 % by the year 2020 and 80% by the year 2022.	ES2.1	% of households trained in entrepreneurship.	20%	2017 Achievements	50%	80%
		ES2.2	% households trained on specific natural endowments IGA's	25%	2017 Achievements	50%	80%
		ES2.3	% of households owning and operating IGPs	30%	2017 Achievements	50%	80%
		ES2.4	% of families' effectively operating group income generating projects	20%	2017 Achievements	50%	80%
ES3	Families knowledge on marketing skills and complimentary trainings to increase by 50% by the year 2020 and 80% by the year 2022.	ES3.1	% of households linked to an existing market.	30%	2017 Achievements	50%	80%
		ES3.2	% of households with marketing contracts	20%	2017 Achievements	50%	80%
		ES3.3	% of households that received complimentary trainings that enhance marketing skills	30%	2017 Achievements	50%	80%

ES4	Support structures engaged in enhancing business initiatives to be increased by 50% by the year 2020 70% by the year 2022.	ES4.1	% of Stakeholders capacitated. e.g Parents, Mentors, Traditional leaders, Rural women assemblies etc	40%	2017 Achievements	50%	70%
		ES4.2	% of sessions conducted with community stakeholders.	20%	2017 Achievements	50%	70%
ES5	Formalization of business initiatives to increase by 20% by the 2020 and 60% by 2022	ES5.1	% of business initiatives that adopted Zimbabwean best business practices in record keeping	20%	2017 Achievements	20%	60%
		ES5.2	% of IGP initiatives legally constituted	25%	2017 Achievements	30%	60%
ES6	Households capacitated with life transforming VSLA initiatives increased by 50% by the year 2020 and 100% by 2022.	ES6.1	% of households capacitated with VSLA.	20%	2017 Achievements	50 %	100%
		ES6.2	Number of VSLA groups formed.	40	2017 Achievements	100	200
	Education						
ED1	Children and youth who have attained their certificates of completion in ECD, O Level and A Level by 50% by 2020 and 80% by 2022.	ED1.1	Number of children registered in ECD A	29	2017 achievements	75	150
		ED1.2	Number of children registered in ECD B	29	2017 achievements	75	150
		ED1.3	Number of children who would have graduated from ECD B entering into grade one	5	2017 achievements	75	150
		ED1.4	Number of children registered in formal primary school	80	2017 achievements	240	400
		ED1.5	% of children who would have sat for their O level and obtained at least 3 subjects including Maths and English	10%	2017 achievements	20%	30%
		ED1.6	% of children who would have sat for their A level and obtained at least 3 points to qualify for university	10%	2017 achievements	12%	15%
ED2	Children and youth who have achieved their vocational certificates by 50% by 2020 and 80% by 2022.	**ED2**	**% of youth who would have written their NFC exams and passed in**		2017		
		a.	a. Food Preparation	100%	achievements	100%	100%
		b.	c. Carpentry and Joinery	90%	2017 achievements	100%	100%

		d.	e. House keeping	100%	2017 achievements	100%	100%
ED3	Children who have been successfully mainstreamed into formal schooling increased by 50% by 2020 and 80% by 2022.	ED3.1	% of children mainstreamed into formal school from the catch-up programme	20%	2017 achievements	50%	80%
		ED3.2	% of children attending the catch-up programme	65%	2017 achievements	75%	90%
	Children with disability who have been inclusively integrated into formal school	ED4.1	Number of children with disability registered into formal schools	4	2017 achievements	20	40
ED4	Children with disability having the aid of assistive devices.	ED4.2	Number of children provided with assistive devices	2	2017 achievements	10	30

Annex 3: Strategic Plan Attendance List

Name	Organization	Designation
1. Mr Andrew Gwenzi	District Social Welfare (Mutare)	Probation Officer
2. Mr Brian Kabasho	District Social Welfare	Assistant Probation Officer
3. Mrs Precious Babbage	Plan International	Project Coordinator
4. Mr Kubvoruno Matebwe	Ministry of Youth, Indigenization and Economic Empowerment	Youth Officer
5. Mr Zvaitwandiye Mawoyo	Ministry of Small to Medium Entrepreneurship	Business and Cooperative Development Officer
6. Mr Onisimo Piwa	Family Support Trust	Project Officer
7. Mr Ronnie Chakanyuka	District Social Welfare (Makoni)	Probation Officer
8. Mr Allington Nhamo	Ministry of Primary and Secondary Education	Non-Formal Education Officer
9. Mrs Tracy Mademutsa	Ministry of Primary and Secondary Education	Schools Inspector
10. Mrs Martha Mashingaidze	Ministry of Health and Childcare	National Plan of Action for Children Coordinator
11. Mrs Francisca Matsanga	Simukai Child Protection Programme	Director
12. Mrs Margret Sangarwe	Simukai Child Protection Programme	Education Thematic Head
13. Miss Tafadzwa Kaja	Simukai Child Protection Programme	Advocacy Thematic Head
14. Miss Amanda Mutenha	Simukai Child Protection Programme	Health and Psycho-Social Support Thematic Head
15. Mr Evans Magumise	Simukai Child Protection Programme	Programme Head
16. Mr Chikonde Nsama	Simukai Child Protection Programme	Economic Strengthening Thematic Head
17. Mr Steve Chinembiri	Simukai Child Protection Programme	Monitoring and Evaluation Officer
18. Mr Milton Marowero	Simukai Child Protection Programme	Monitoring and Evaluation Officer
19. Mr Blessing Muchena	Simukai Child Protection Programme	Makoni Outreach Officer
20. Ms Hedwig Mukuze	Ministry of women affairs, Gender and Community Development	District Development officer
21. Mr Tavongaishe Chiome	Simukai Child Protection Programme	Finance Assistant
22. Prof Simba Rusakaniko	Consultant	University of Zimbabwe, Community Medicine Department
23. Mr Jephias Mundondo	Simukai Child Protection Programme	Trustee