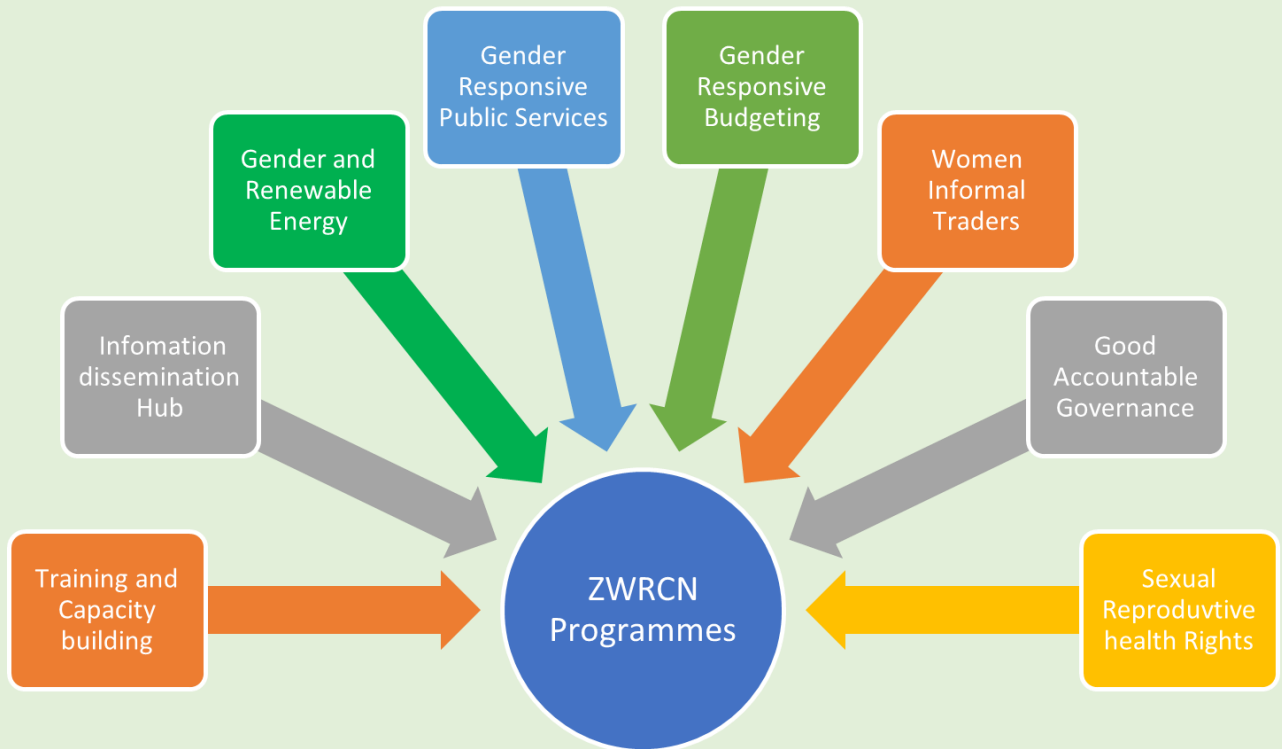


The Zimbabwe Women's Resource Centre

STRATEGIC PLAN

2021-2025



288 Herbert Chitepo Avenue
P.O.Box 2192
Harare
Zimbabwe
Tel: +263 4 252389/252390
Cell:
www.zwrcn.org.zw
Email: zwrcn@zwrcn.org.zw
Email: dorothyh@zwrcn.org.zw



TABLE OF CONTENTS

Contents

TABLE OF Content2

1.	Executive Summary	
1.2	About ZWRCN – Societal Transformation through Feminist Activism	4
1.3	Vision	4
1.4	Mission	4
1.5	Values	4
1.6	Strategic Aims – The Three Pillars	5
2.0	CURRENT OPERATIONAL CONTEXT	5
2.1	Introduction	5
2.2	Organizational Background	5
2.3	Contextual Background	5
2.4	Trends	7
2.5	The women’s movement in Zimbabwe	8
2.6	Development Assistance	8
3.0	ZWRCN's CURRENT PROGRAMMES	9
3.1	Lessons Learnt From Implementation	10
3.1.1	Institutional Analysis: Strengths Weaknesses Opportunities And Threats	12
3.1.2	Pestel Analysis	12
4.0	ZWRCN'S SIGNATURE INITIATIVES AND ACTIVITIES	13
4.1	Thematic areas	13
4.1.1	Feminist Economics	13
4.1.2	Gender Equality	14
4.1.3	Social and Economic Justice	14
4.1.4	Climate Change and Renewable Energy Justice	14
4.2	Theory of Change	14
4.3	Strategic Focus and Programme Pillars	15
4.3.1	Strategic Objective 1	15
4.3.2	Strategic Objective 2	18
4.3.3	Strategic Objective 3	20
5.0	Organizational Priorities	21
5.1	Measuring Change, Learning and Generating Knowledge	21
5.2	ZWRCN's Result Chain	21
5.3	Governance and Robust Organization Structure and System	22
5.4	Resource Mobilization and Financial Stability	22
5.5	Digitalization	23
6.0	Planning, Monitoring and Evaluation	23
6.1	Periodic Planning	23
6.2	Periodic Reporting	23
6.3	Monitoring	23
6.4	Human Resources	24
6.5	Financial Resources	25
7.0	Annexures	

1. EXECUTIVE SUMMARY

ZWRCN has been working in the sector for the past thirty-one years (1990 – 2021) focusing on women's rights activism in Zimbabwe, the SADC region and globally. This places the organisation's staff and partners authorities on experiences of women's movement building, and mainstreaming gender and women's rights in all aspects of human development, democracy, and human rights. The organisation is well placed to move forward to **'MAKE A DIFFERENCE FOR WOMEN'** (MAD), the theme for this strategic plan.

Since the last strategic plan was adopted (2016 – 2020), a number of developments have occurred and have led to experiences and changes that are outlined in this plan. These form the basis for the choices made, new and emerging opportunities identified, and limitations moving into the next five years. The most significant shift is the decision to embrace feminist ideology and practice as the base for ZWRCN's activism towards gender equality. As shall be elaborated in this strategic plan, ZWRCN believes that unless the fundamentals such as patriarchy that perpetuate women's oppression and exploitation are tackled, then superficial change rather than transformation of women's lives, will occur.

The 2021-2025 strategic plan (the plan) is premised on the understanding that the most significant change and transformation happens when an organisation clarifies and invests in its core business, that is, 'going back to basics' and focusing time, energy and resources in what matters most.

The plan (2021-2025) therefore seeks to 'go upstream' to strike at the core of what would make a difference to women in line with the organisation's vision, by strengthening what ZWRCN is known for. In light of this, in the next 5 years the organisation is placing catalytic information programmatically at the centre of its work. This implies rearticulating information as a resource for feminist organising and advocacy for transformative change, and building structures, systems and processes to support this, including specialized information around critical gender equality issues that the organization will be working on going forward, such as women's empowerment in economic governance.

In the next 5 years, ZWRCN is streamlining its main programme addressing women's empowerment in economic governance issues, to deepen its work focusing on economic policies and public finance, principally in the area of gender responsive budgets (GRB). In addressing GRB, ZWRCN shall be focusing on women's empowerment and gender responsive public service delivery. ZWRCN plans to engage more directly with Zimbabwe's macroeconomic framework the NDS1 through gender analysis, participation in policy dialogue and tracking implementation of, amongst others, the newly adopted NDS1 that Zimbabwe shall be implementing in the next 5 years.

Over the years ZWRCN has developed strong relationships with its peers in civil society, particularly the women's movement in Zimbabwe and internationally. In the next five years, the approach is to structure the relationships so that they are mutually reinforcing and rewarding, while expanding the organisation's reach to include mainstream organisations, research and other knowledge building institutions, as well as the private sector.

In order to ensure the base upon which organizational development rests is sound, ZWRCN plans to realign its approach to resource mobilization with newly developed key principles that will inform its fundraising strategy. This will be coupled with streamlining internal policy and procedures, and a

stronger focus on human resource development, underpinned by feminist principles¹. The latter will include a staff retention policy that considers creative incentives and the growth potential of staff in the organization. ZWRCN, which is experiencing significant skills gaps, plans to invest time and resources in building its skills base, particularly in the areas of information management and economic governance (including GRB).

1.2 About ZWRCN – Societal Transformation through Feminist Activism

The Zimbabwe Women Resource Centre and Network (ZWRCN) is committed to gender equality based on feminist principles. Feminism is both an ideology and social change strategy. It is based on the belief in and seeks equality with respect to the relations of power between women and men, namely gender equality.

For ZWRCN, engaging with feminism means²:-

- ✚ Undertaking activist work that will see the women of Zimbabwe and Africa achieve full citizenship, free from patriarchal oppression, with rights of access, ownership and control over resources, their own bodies, and all other fundamental rights and freedoms.
- ✚ Promoting and utilizing positive aspects of culture and tradition in a liberating and nurturing way.
- ✚ Advocating for the achievement of the rights of all women, without exception.
- ✚ Using time, energy and resources to advocate against all forms of patriarchal oppression and exploitation. Patriarchy frames the manner in which society enables and legitimizes every aspect of how men and women's lives are structured, and to privilege male supremacy.
- ✚ A focus on dismantling and ending patriarchy as a system, not against individual men or women.
- ✚ Challenging other forms and systems of oppression and exploitation that intersect with patriarchy and mutually support it; this includes all forms of fundamentalism, imperialism, and racism, amongst others.

1.3 Vision

A feminist inclusive society

1.4 Mission

To transform women's lives and relevant institutions to achieve gender equality through strengthening resilience, agency and policy influence, knowledge and information.

1.5 Values

- ✚ Feminism
- ✚ Integrity
- ✚ Diversity
- ✚ Mutual respect
- ✚ Accountability
- ✚ Solidarity

¹ ZWRCN shall adapt the feminist institutional principles outlined in the 'Charter for Feminist Principles for African Feminists'; (2006) African Women's Development Fund (AWDF)

² *ibid*

1.6 Strategic Aims – The Three Pillars

The organisation's strategic focus shall be informed by three pillars...

- ✚ To contribute towards Gender Responsive Public Services (GRPS) in Zimbabwe and globally
- ✚ To contribute towards social and economic transformation of women in Zimbabwe through advocacy for support towards women in the informal sector and supporting involvement of women into the mainstream economy.
- ✚ To develop through collaboration with research agencies and institutions a data and learning resource centre for women's empowerment and gender equality.

2. CURRENT OPERATIONAL CONTEXT

2.1 Introduction

The Zimbabwe Women's Resource Centre and Network has developed a strategic plan to guide its operations between 2021-2025. The strategic plan outlines the network's background, identity, priorities along with a theory of change and objectives.

2.2 Organisational Background

The Zimbabwe Women's Resource Centre and Network (ZWRCN) was founded in 1993, with the aim of creating a safe space for women to nourish the feminist discourse as well as get information and share knowledge. Since its inception, ZWRCN has been committed to providing information and services that are responsive to women and girls' needs. The organization is a vibrant community fostering knowledge creation and sharing with the goal of empowering women. The motto of the organisation has also been "**Let's Be MAD for Women**" so as to make a difference for women and girls in the country and at global level.

Over the past 30 years ZWRCN set the stage for gender equality, policy influence and building women's agency. It has provided as a resource center for men and women and developed tools that introduced gender concepts and strategies to communities, government, members of parliament and local authorities. It broke the mould by selecting a strategy embedded in macroeconomics to ensure policies and promises were reflected in national and local government budgets. ZWRCN nurtured the development of the women's movement in Zimbabwe and the region. It also built capacities of rural and urban women to monitor service delivery and to call duty bearers to account. ZWRCN became the go to organisation for gender mainstreaming and understanding gender equality for policy makers at all levels.

2.3 Contextual Background

The Corona Virus of 2019 (Covid19) has had an unprecedented effect on the world. The Corona Virus is much more than a health crisis. It is a human crisis as it is attacking societies at their core. As the number of coronavirus cases continues to grow, concerns are simultaneously growing about the current and long-term effects this will have on certain demographics specifically, women. There are so many socio-economic effects of the pandemic to women due to the nature of the role that they play in the community.

Evidence points to intensified gender-based violence while the population is exposed to economic hardship and socio-economic impact of the COVID-19 pandemic. By the end of December 2020, the

national GBV Hotline (Musasa) had recorded a total of 6,832 GBV calls from the beginning of the lockdown on 30 March until the end of December (1,312 in April, 915 in May 2020, 779 in June, 753 in July, 766 in August, 629 in September, 546 in October, and 567 in November and 565 in December), with an overall average increase of over 40 per cent compared to the pre-lockdown trends. About 94 per cent of the calls were from women³.

Psychological violence was the most frequent form (55 per cent of total cases) followed by physical violence (22 per cent of total cases), economic violence (15 per cent) and sexual violence (8 per cent). About 90 per cent of cases were intimate partner violence. Reduced public transport availability remained a challenge in urban, peri-urban, and rural areas for survivors of GBV to access timely multisectoral services. In most impoverished areas, de-prioritization of GBV services was increasingly recorded, as access to daily income sources for household sustenance remained constrained due to lockdown measures.

Service providers reported increases on the number of GBV cases against adolescent girls, as well as exposure to increased negative coping mechanisms, such as child marriage, as one of the indirect consequences of economic hardship-induced household income reduction. The health sector crisis continues to impact on accessibility of clinical management of rape services. While mobile one-stop centres continued to receive constant support by dedicated nurses, the health personnel were gradually overwhelmed to respond to COVID-19 in static facilities and this indirectly reduced their capacity to assist rape victims with timely life-saving treatment.

Another study⁴ reported increased cases of minors engaging in transactional sex as reported in qualitative interviews. Other types of non-partner violence were attributed to the lack of access to electricity and water services with some highlighting that “Women have to queue at water points and men use violence to jump the queue and push them aside. Because of electricity being too expensive, women need to go and fetch wood and are raped, especially in poor rural areas.” (p.18).

COVID 19 has deepened pre-existing socio-economic inequalities, including gender inequalities. Women are at the precipice or falling over in so many areas of life. The struggle is more pronounced than ever, whether its access to basic social services, impacts of SGBV/HPs, severe loss of livelihoods in an already precarious economic environment. A report by the International Labour Organization (ILO) in 2018 showed that up to 70-80 percent of cross border traders in Sub-Saharan Africa are women; and of the 168 million migrant workers in 2017, over 68 million were women, many of whom engaged in domestic and care work. Zimbabwean women are also caught up in these ratios, and suffer significant unemployment, loss of incomes and reduced means of livelihoods due the COVID-19 pandemic. Women in Zimbabwe also face a 19.4 percent gender wage gap. Further, an estimated 57 percent of MSMEs in Zimbabwe are owned by women, which further exacerbates their loss of incomes and livelihoods.

The Covid 19 pandemic has impacted on ways in which organizations and companies operate. ZWRCN has not been spared by the pandemic and has had to readjust approaches with more emphasis on working from home and engaging with communities virtually to ensure continuation of programming.

³ <https://reports.unocha.org/en/country/zimbabwe/card/2XxB9GOV93/>

⁴ SAFE Zimbabwe, (2020). Violence Against Women and Girls during the COVID-19 Crisis in Zimbabwe: Analysis of practice-based data from Women's Coalition of Zimbabwe. (Analysis of Data: March – May 2020)

2.4 Trends

Zimbabwe is facing challenges in terms of governance along with social and economic and environmental factors. Zimbabwe was set to see the implementation of section n--- of the constitution which guarantees 50-50 for women in decision making at all levels after the expiry of 10 year since the passing of the Constitution. Instead when 2023 arrives women will be met with an extension of the special seats for women for a further 10 years. This will be brought about through Constitutional Amendment no2 which extends the special seats for a further ten years. This amendment has bipartisan support with the women in parliament and political leadership collaborating in undermining the Constitution.

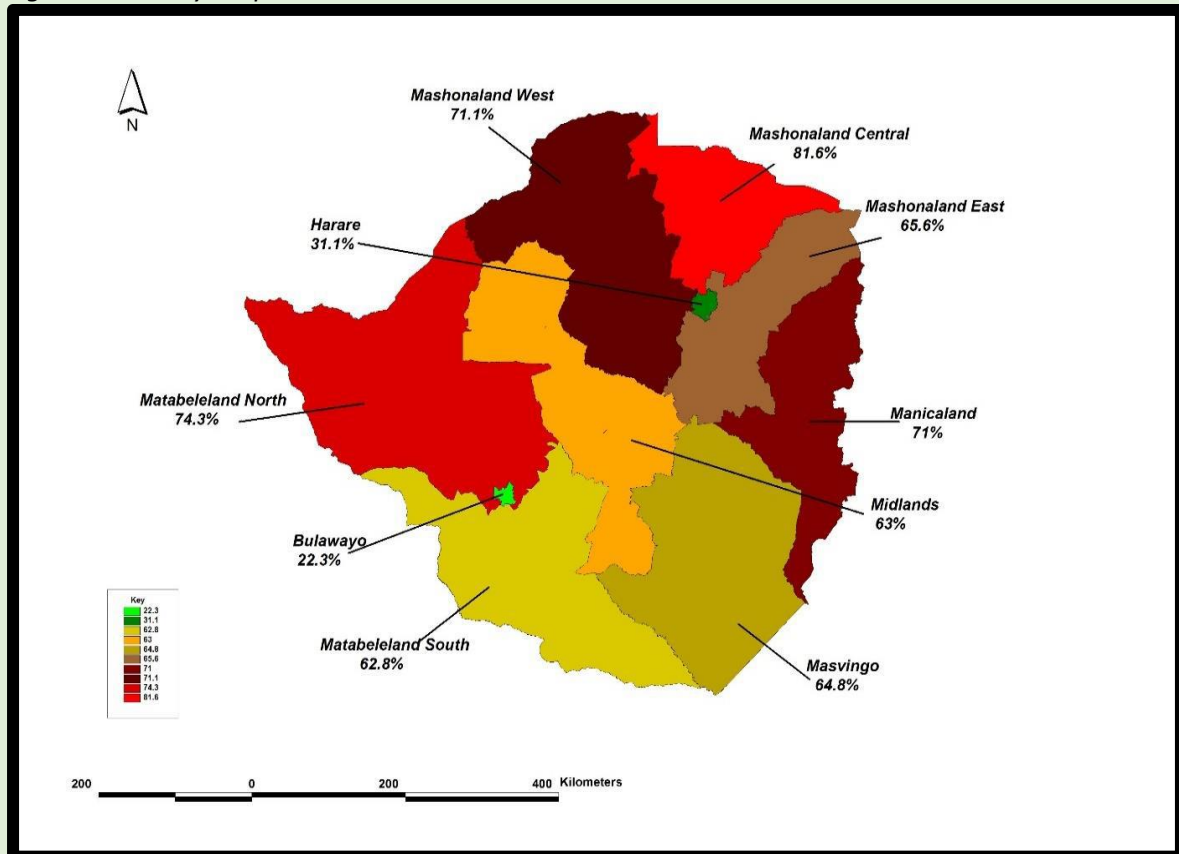
The amendment comes in the face of the present reality of women making up less than 15% of local government councilors. Over 60% of the population lives in rural areas where the majority are women. With the high levels of patriarchy and gender insensitivity the Devolution policy will be implemented by men to address men's concerns unless womens' organisations mobilise themselves.

An estimated 70.5% of Zimbabweans live in poverty⁵. However, there is near universal poverty in rural areas with an estimated 86% of rural households estimated to be living in poverty. Extreme poverty was adjudged to have risen from 29% of the population in 2018 to 34% in 2019, placing close to six million people in poverty.³ The country is experiencing the impacts of climate change. Challenges in the commercial agricultural sector have resulted in an over-reliance on small scale, rain-fed agriculture. Rainfall patterns have become more erratic resulting in recurrent food insecurity as small-scale farmers, many of whom do not have access to irrigation, provide approximately 70 percent of Zimbabwe's staple crops. With a pattern of crop failures happening every three out of five years, food and nutrition security remains a persistent problem.

Continued structural decline within the macro-economic environment has contributed towards erosion of incomes along with a near collapse of social protection systems. High levels of poverty continue to push more people to the socio-economic margins while the state's capacity to intervene continues to be restricted. The figure below shows poverty prevalence by province in Zimbabwe.

⁵ ZIMSTAT, (2017). Zimbabwe Poverty Report 2017

Figure 1: Poverty Map



Source: Zimbabwe Poverty Report (2017)

2.5 The women's movement in Zimbabwe

There is a marked growth of the women's movement with an increase in organisation for young women. The major preoccupation currently is SRHR, rural development, economic empowerment and rights. Organisations have developed their technical expertise and resource persons and now offer it to government as members of government delegations to SADC, AU and UN meetings such as CSW and Universal Periodic Reviews. ZWRN has been among the organizations providing such technical assistance and support to government agencies. ZWRN will now actively take advantage of the policy spaces which have opened as a result of this relationship between the women's movement and civil society.

2.6 Development Assistance

Resources for Zimbabwe have been on the decline. There is massive growth of international organisations who work on women's rights and empowerment. Women's organisations have been reduced to subcontractors on big programmes implemented by international organizations. The projectization of the women's movement has resulted in high turnover of staff and the absence of a common agenda unless it is driven by international NGOs and International Agencies. Instead of internationalizing the struggle for gender equality and empowerment of women the result has been silence on key social and economic issues affecting women in Zimbabwe. The voices are mostly on SRHR issues, and GBV. The sustainability of the women's movement is generally fragile. The women's movement in Zimbabwe has struggled to agree on a common agenda as they compete for funds. The long-term survival of the women's movement will be through developing partnerships among themselves and with the private sector.

With regards to key issues, such as humanitarian assistance and climate change adaptation, few local organisations are present in these sectors. In fact, very few women's organisations or those working on gender and development are in the humanitarian sector. This is despite the fact that Zimbabwe suffers from serial pandemics of drought, cholera, and more recently cyclones. International organisations have not offered capacity building to localize skills among the local civil society. ZWRCN will support local initiatives to form their own independent coalitions and seek capacity development in these sectors. It is a member of the Climate Inclusive Energy Programme and is the focal point for the Gender and Inclusion Cluster. This is a launchpad for ZWRCN leadership in programmes for climate change adaptation.

3 ZWRCN's CURRENT PROGRAMME

The organisation's 2 main programmes, i.e The Gender and Information Programme (GIP) and the Gender, Economic Policies and Public Finance (GEPPF) focused on ensuring that women's rights are protected. This is done through feminist thought leadership as well as gender mainstreaming in local and national level processes. This is part of aspirations of ensuring society becomes gender responsive. The synchronisation of the aforementioned programmes has facilitated the engendering of local and national policies, programmes and budgets to achieve good and inclusive economic governance. The organisation has therefore been generating unique experiences for women and girls that broaden perspectives, encourage creativity, promote empathy as well as help amplify the voice of women in the country and beyond.

ZWRCN's work is distinctive in Harare, Bulawayo, Zvishavane, Shurugwi, Murehwa and Mutoko. The organisation has contributed towards building a movement of gender champions and gender equality advocates who have helped in cascading information to various parts of the country thereby facilitating the spreading of the gender equality discourse. Through local and international engagements, ZWRCN implements transformative activities and projects while incorporating ethics and having a feminist mind-set. In making a difference for women and girls, the organisation aims to develop a movement of creative women leaders who can tackle challenges and leverage socio-economic opportunities that are at their disposal in their various districts.

Under the Gender and Information Programmes, the organisation facilitates improved access to information through platforms, such as popular theatre groups who provide edutainment for various audiences. The organisation also communicates through radio programmes in partnership with various radio stations reaching out to various communities. ZWRCN has been actively disseminating information through the organization's various social media platforms such as Twitter, Facebook and various WhatsApp groups that have been created.

Under our GEPPF programme ZWRCN managed to create a good network of women who fight for women's social service delivery rights; help advocate for an end to gender based violence; help instill good health seeking behavior in women; advocate for positive sexual and reproductive health as well as assist women to be empowered economically by advocating for the rights of female informal traders in Zimbabwe. There is also an increased focus on renewable energy as part of the organisation's broader focus on curbing negative effects of fossil fuels that lead to unfavorable climatic changes.

3.1 LESSONS LEARNT FROM IMPLEMENTATION

3.1.1 INSTITUTIONAL ANALYSIS: STRENGTHS WEAKNESSES OPPORTUNITIES AND THREATS

This strategic plan will be influenced by internal and external factors. Successful implementation of the strategic plan will be dependent on multiple factors. Some of the factors are institutional and within the control of ZWRCN while others are external and beyond the control of the organisation. In order to ensure the strategic plan is steeped in realism, this section provides results from an institutional analysis exercise conducted as part of strategy development. Analysis focused on internal strengths and weaknesses. The organisation will need to build on its strengths while addressing weaknesses. In addition, there will be need to take advantage of opportunities while having the agility to respond to threats that emerge within the operating environment. The section below provides findings from an analysis of the organisation’s strengths, weaknesses, opportunities and threats (SWOT). The section also includes a BEEM analysis focus on how to build on strengths, how to eliminate weaknesses, how to exploit opportunities and how to mitigate against threats as shown below:

Table 1: SWOT Analysis

Strengths	Strategies to Build on Strengths
Recognized brand	Engage donors to support ZWRCN’s strategy implementation to build on the existing ZWRCN brand
Sustainability in real estate	Continue maintenance of ZWRCN assets
Good programmes management and financial management	Developed a Core funding proposal to support staff capacity and implementation of the ZWRCN Strategy
Adapted well to Covid 19 and managed to implement programmes using virtual digital means	Developed a Covid 19 work related strategy with flexible means of working
Presence on the ground through the champions	Strengthen the capacity of ZWRCN champions on the ground for continued advocacy and lobbying at community level
Experience in working in funding consortia	Partner with strategic partners for enhanced collaboration and coordination
Proven capacity and ability to collaborate	Establish a database of potential partner organization to partner with for potential calls and proposal writing
Ability to utilise digital spaces like social media and radio to reach many people	Engage external experts to work closely with ZWRCN’s communication person
Weaknesses	Strategies to Eliminate Weaknesses
Weak governance structures	Enrol more board members to form a full quorum
Manpower gaps resulting in outsourcing of some consultancy services	Developed a Core support proposal to attract support from donors to support the recruitment of relevant skills set required
Inadequate investment in staff development	Developed a Core support proposal to attract funding for this investment
Staff retention challenges due to personnel funding restrictions	Developed a core support proposal to help with managing staff retention

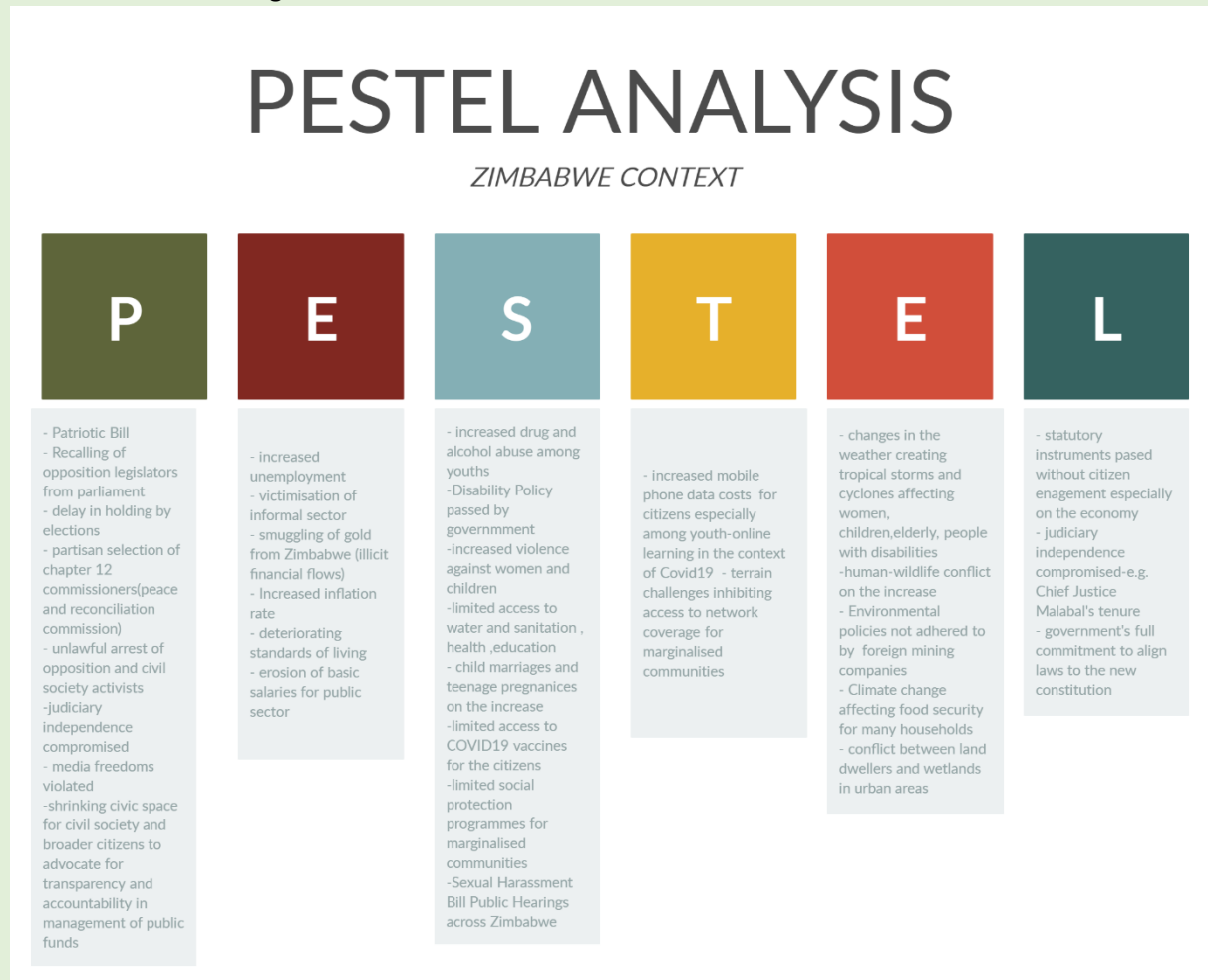
Overstretched staff	
Limited focus on national policy advocacy agenda	Recruit the relevant skills set to execute this agenda
Opportunities	Strategies to Exploit Opportunities
Reduced funding with some donors pulling out of Zimbabwe	Explore funding opportunities that are in line with our new strategy
Recession as a result of COVID -19 has limited development support	Streamline and mainstream covid into our programming and adopt new ways of working virtually
Competition for funding limits scope for collaboration	Focus on ZWR CN's niche and innovate around our work on GRB and women's economic empowerment. Be part of consortiums when mobilizing for resources.
Projectisation of women's empowerment and gender equality work	Explore more ways of innovating and building/strengthening regional and international presence
Increased competition within the civil society	Focus on ZWR CN's niche and explore how to innovate and implement our strategy
Current socio-political context diverts attention from ongoing programmes	Strengthen current relationships with various government officials
Limited funding for advocacy	Develop a fundraising strategy and engage a fundraising expert to help the organization. Enhance ZWR CN's presence on social media

Threats	Strategies to Mitigate against threats
Institutional review will provide an opportunity for ZWR CN to re-imagine itself unlock new strategic direction, and relevance which will take the organisation to the next level	Put in place core support and fund raising strategy.
What is that product which young people want and can benefit?	Consolidate findings on the needs of young women and programme around the issues arising which fall within our mandate
Untapped potential in the private sector or working women e.g. issues to do with Board Constitutions	Enforce private, public partnerships for effective and holistic approach in addressing women's issues
Build linkages with private sector Gender Responsive Corporate Social Responsibility	Enforce private, public partnerships for effective and holistic approach in addressing women's issues
Increased balance for the demand and supply side at national level	Fundraise for resources to work with both sides
Work with Women's Parliamentary Caucus.	Continue engaging with Parliament
Stepping into regional and international platforms created by SDGs , Beijing +25, gender my agenda, AU and SADC gender protocols and national is linking	Ensure ZWR CN works on its visibility in these platforms
ZWR CN lead in the gender and energy cluster	Mobilize resources for continued traction on this project
Gap in the areas of climate change adaptation which is a priority for ZWR CN's constituency	Mainstream climate change and renewable energy issues across all ZWR CN programmes

Institutional review will provide an opportunity for ZWRCN to re-imagine itself unlock new strategic direction, and relevance which will take the organisation to the next level	Source for support to implement the strategy
--	--

3.1.2 PESTEL ANALYSIS

Successful implementation of the Strategic Plan will be dependent on internal cohesion as well as adaptability to issues emerging in the operating environment. The section provides an analysis of factors in the operating environment focusing on Political, Economic, Social, Technological, Environmental and Legal factors as illustrated in the table below:



4.0 ZWRCN'S SIGNATURE INITIATIVES AND ACTIVITIES

The following signature initiatives and activities will be implemented;

Participatory Evidence Based Research on service delivery: In order to generate knowledge and information, we will carry out participatory research and mapping exercises on gender responsive public social service delivery in selected towns and cities.

The objective will be to document and profile the nature of economic and social injustices being faced by local residents in low income areas. Women, youths and men will be encouraged to participate in the research and mapping exercises. Technical experts to assist with mapping, scientific research and data analysis will be engaged especially gender experts, economists and urban planners among others. The information will be used for advocacy purposes.

Social Monitoring and Accountability Toolkits: We will also use and replicate tested and powerful social monitoring tools to empower local residents and civil society groups to call local authorities to be transparent and accountable on gender responsive public service delivery. We will mobilise and motivate communities to monitor, identify and document the quality of service delivery. Some of the mechanisms and tools that will be used may include; citizen report cards, community score cards, social audits and poverty mapping and monitoring. However, we will not be afraid to innovate and test new approaches and tools to promote social accountability on service delivery. The traditional and social media will play a critical role in service delivery monitoring. We will also work closely with residents associations and other groups in developing and applying the social accountability tools.

Strengthening Local ZWRCN Structures: We have a long history of forming community gender advocates or champions, training and sub-granting to these groups urban and rural areas. In the coming five years we will expand and upscale our activities. We will do this by trying to register, formalize or strengthen our gender activists to capacitate them to spearhead and demand gender responsive public service delivery on behalf of communities. The groups will become the medium for promoting accountability and democratic decision making at the local level. Engagement between the groups and local authorities will be promoted. Sub-grants will be awarded to local action groups for innovative income generating projects on environmental and waste management practices as a way of fighting urban poverty.







Participatory Expenditure tracking and budget monitoring: In order to trigger adequate engendered budget allocations, accountability and transparency for improved gender responsive public social service delivery we will assess and monitor budget allocations to service delivery by local authorities. Participatory expenditure tracking activities will be implemented to check the flow of resources to particular service lines. Armed with statistical data and information we will play an oversight role on resource allocation and influence policy decisions. In this process, we will compile research papers and organise dialogue sessions on transparency and accountability between residents and local authorities. Resident and gender champions will be supported to participate in local level budgeting processes.

4.1 Thematic areas

Based on the organisation's experience, competencies and partnerships, there will be focus on the following thematic areas:

4.1.1 Feminist Economics

This Strategic Objective will focus on the feminist hub which is an innovation for the organization and it will focus on the following:

-  Advance feminist inquiry into economic issues affecting the lives of children, women, and men
-  Examine the relationship between gender and power in the economy and the construction and legitimization of economic knowledge
-  Extend feminist theoretical, historical, and methodological contributions to economics and the economy
-  Offer feminist insights into the underlying constructs of the economics discipline and into the historical, political, and cultural context of economic knowledge
-  Provide a feminist rethinking of theory and policy in diverse fields, including those not directly related to gender
-  Stimulate discussions among diverse scholars worldwide and from a broad spectrum of intellectual traditions, welcoming cross-disciplinary and cross-country perspectives, especially from countries in the Global South

4.1.2 Gender Equality

The Key Objectives are ending Sexual Gender Based Violence through:

- ✚ Challenging gender stereotypes
- ✚ Closing gender gaps in the informal sector
- ✚ Achieving equal participation across different sectors of the economy
- ✚ Challenging the gender care gaps
- ✚ Challenging sexual reproductive health rights violations

4.1.3 Social and Economic Justice

The Key objective is to ensure society embraces the ideal that we are all entitled to basic human rights. Justice is the first virtue of society hence requires a balance of rights and responsibilities through

- ✚ Opportunity without discrimination
- ✚ Basic social services which provide a social safety net
- ✚ Public policies to sustain family wage and jobs

4.1.4 Climate change and Renewable energy justice

There is urgent need to guard the poor population against the vagaries of climate change such as droughts, floods, storms and changing weather patterns which lead to loss of livelihoods, food insecurity, biodiversity loss and agricultural systems, new disease strains and high levels of poverty. We will play our part through implementing a selected set of activities under the Climate Change and Energy Programme.

Objectives

- ✚ To increase public awareness and understanding of climate change impacts and actions to fight global warming including use of clean technologies and other renewable or green energy to promote a green economy.
- ✚ To stimulate systematic research and knowledge-based public policy discourse on governance and women's rights impacts of climate change and the energy sector
- ✚ To influence policy, legal and decision making processes on climate change and energy to respond to community needs.

4.2 Theory of change

ZWRCN'S theory of change speaks to multi-level transformation i.e. at individual level; community level; institutional level, and in formal and informal systems. Transformative work is required to change the current situation of women. This starts with women believing in themselves and willing to stand up and act for their empowerment. ZWRCN will provide information on women's rights, gender equality, create a platform for knowledge, information and strategy development to strengthen women and girls to be as self-actors resulting in improved women's agency and confidence to question barriers to equality and participation in national development thus amplifying their voice for change.

At community level, ZWRCN will accompany and support processes of changing attitudes and practices that undermine women's equality and participation. The ultimate result is reduction of the patriarchal (cultural norms, extreme fundamentalist religious beliefs-invisible power) hold on women and eradication of cultural and religious practices that oppress women.

At the institutional level change will encompass strengthening women’s collective action on social accountability and enhanced monitoring of service delivery public spending and gender responsive budgeting. Focus will also be on informal systems of power in addition to the formal ones. The theory of change was unsupported by programmes. However, the theory of change is still valid though emphasis may need to be at the agency and institutional levels. Transformation should also address issues of culture both formal and informal, power and adopt a human rights-based approach.

Summary ZWRCN Theory of Change



4.3 Strategic focus and Programme pillars

ZWRCN’s niche has always been as a think tank and knowledge hub collecting and disseminating this information in digestible forms to women and to government. It is a platform where women gathered to strategize and launch initiatives. Breaking down the negative socialised status and roles of the boy and girl child and women and men by targeting the woman/girl, man, boy and traditional and religious leader with information on women’s rights and women’s potential is a priority intervention.

Given the trends of increased inequality between men and women, and poor representation of women in decision making, inadequate policy and budgetary attention to the social development sector, the reality of the need for self-mastery of women for economic empowerment and the real and present adverse impacts of climate change, ZWRCN will focus on three main programme pillars. ZWRCN could once again become the centre for ideas and actions that make a difference for women.

4.3.1 Strategic objective 1

Gender Responsive Public Service Delivery

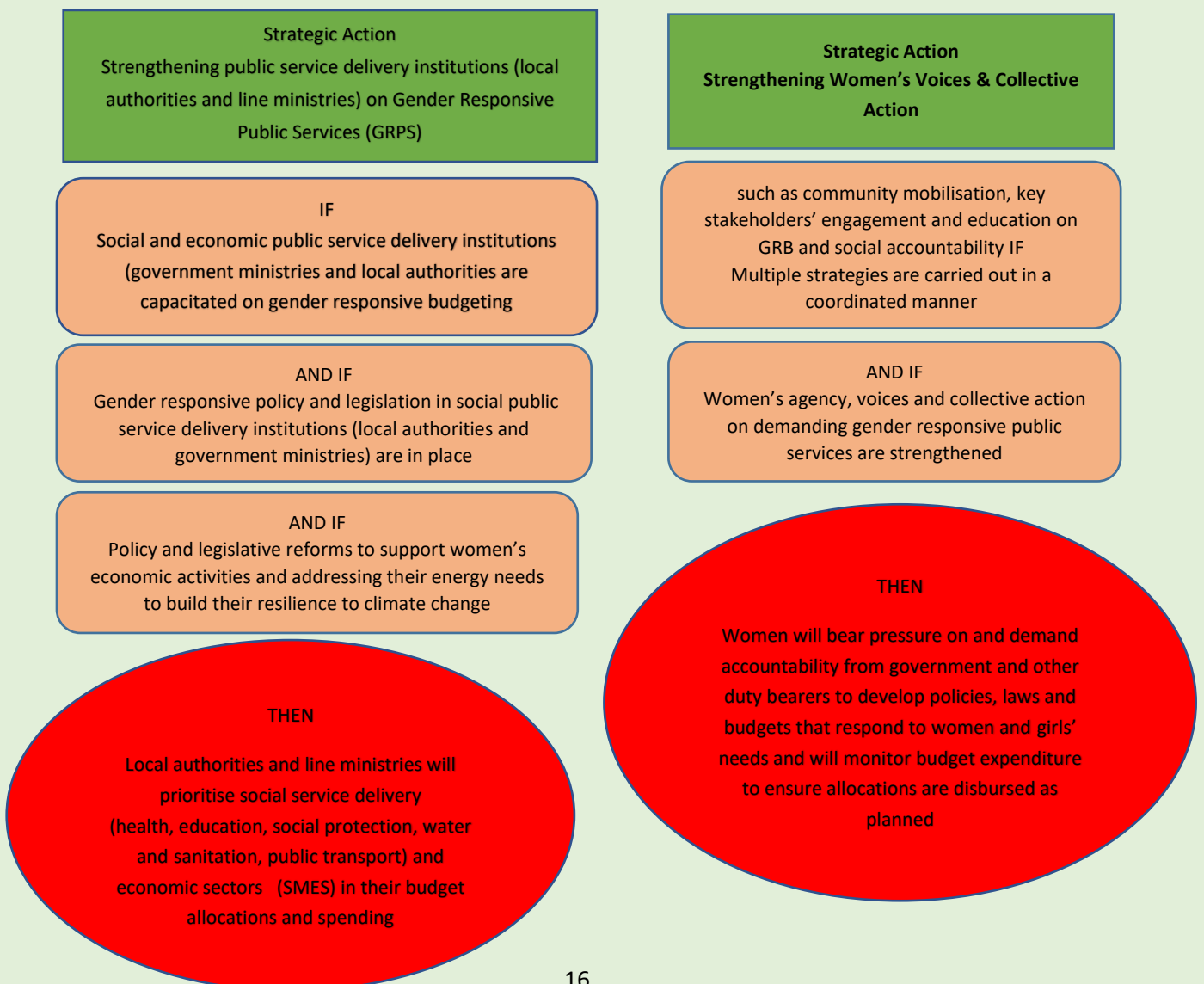
ZWRCN will employ GRB as a gender mainstreaming tool within the macroeconomic policy framework to address challenges women face as a result of shrinking state accountability in the provision of public services and unequal access to economic resources. Women rely most on public services and when they are not available or not gender responsive this results in increased burden of unpaid care work and time poverty limiting their participation in economic productivity.

The Objective is:

To contribute towards Gender Responsive Public Services (GRPS) in Zimbabwe

- Gender responsive public services (GRPS) and Gender responsive budgeting (GRB) in local authorities and key line ministries, and budget monitoring to ensure support to SMEs, Safer cities and towns to reduce Sexual and Gender Based Violence (SGBV) in public spaces through delivery of essential services to women and girls i.e. SRHR, water, street lighting, safe market spaces and safe transport systems
- Disseminate training tools on gender mainstreaming, gender responsive public services, gender responsive budgeting and provide technical support to local authorities, line ministries, Parliament and Zimbabwe Gender Commission in gender mainstreaming, GRPS and GRB
- Advocacy and policy work on tax justice and bringing in the gender dimension
- Advocacy and policy work to transform institutions and structure and hence ensure an enabling environment for women SMEs
- Build resilience to climate change by addressing, through policy advocacy and programmes on the ground, the energy needs of women in all spaces of national development

The diagram below illustrates strategic actions, expected results and impact for each strategic pillar:



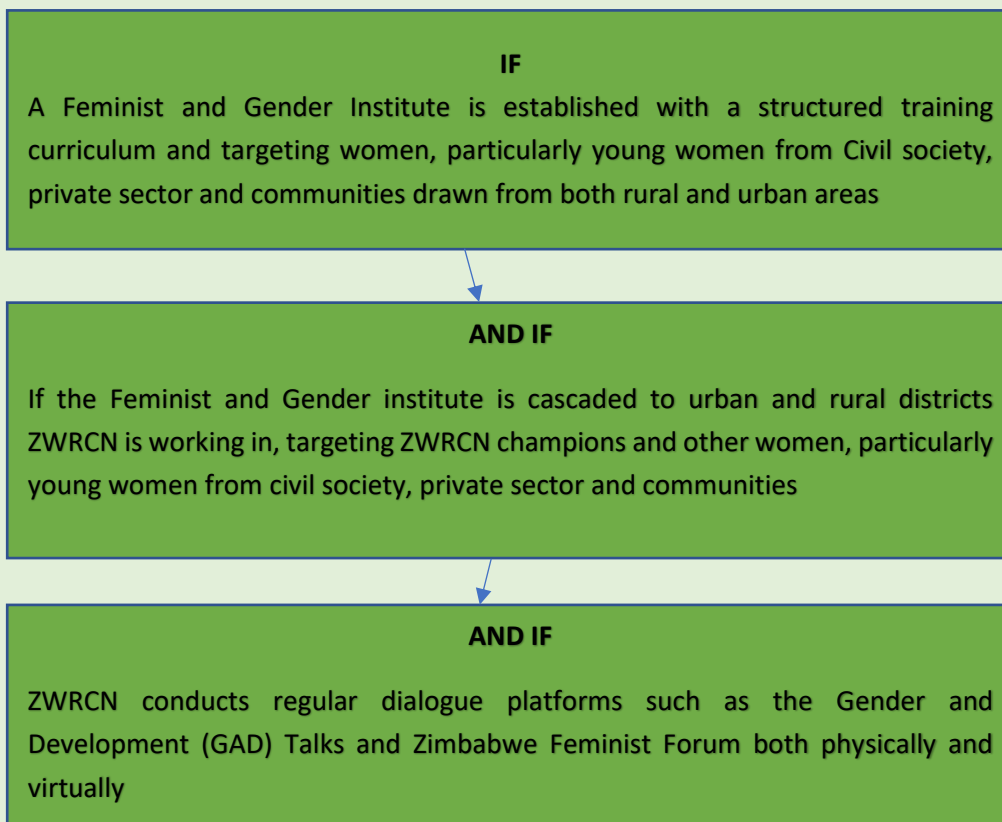
- Gender Responsive public services that are affordable, available, accessible, adaptable and safe
- Safer Cities and towns for women from improved social service delivery – water and sanitation, sexual and reproductive health care , public lighting, public transport, safe market spaces reducing gender based violence incidences in the public space
- Availability of services such as water and sanitation, early childhood education that reduces burden of unpaid care work leaving women with more time to participate in economic activities
- Gender responsive policy and legislative reforms in the small to medium enterprises sector, providing an enabling environment for women SMES
- Resilience building to climate change through policy and budget reforms towards the energy sector providing women with renewable energy options that reduce their burden of work

4.3.2. Strategic Objective 2

Social and Economic Transformation for women

To contribute towards social and economic transformation of women in Zimbabwe

- ✚ Advocacy for support towards women in the informal sector;
- ✚ Supporting involvement of women into the mainstream economy;
- ✚ In order to increase visibility at national and local level, ZWRCN will participate in the Ridza Mhere Campaign linking it to the Safer Cities and Towns theme. At national level, ZWRCN will need to work with other women's organisations focusing on SGBV, while at local level, ZWRCN will work with its gender champions in the various districts. The campaign will centre on reducing SGBV in public spaces through advocating for adequate financing for line ministries critical in provision of GBV services. At local level, the campaign will advocate for local authorities in the districts it's working in to include GBV within its health budget as well as ensure essential services for reduction of SGBV such as, water, street lighting, safe market spaces and transport systems.
- ✚ Explore thematic areas related to young women by joining coalitions focusing on this particular group and become a Resource centre for young women by providing a platform, space and necessary capacity building to strengthen their individual and collective agency
- ✚ Target young women and support movement building by strengthening their agency, facilitating intergenerational linkages and challenging the ideologies that justifies their exclusion
- ✚ Creating a platform to enhance national voice and agency of champions and activists .Develop platforms for activism, and dialogue on feminism and empowerment of women. ZWRCN will host an annual Zimbabwe Feminist Forum.



AND IF

ZWRCN established a pool of resource persons from the Zimbabwe Feminist Forum and other Gender Activists to provide capacity building on feminism and gender activism for the Feminist and Gender Institute

THEN

- There's Increased knowledge on gender activism and feminism among young women through facilitating intergenerational linkages and capacity building
- Expansion of current network of gender activists and feminists at district and national level and coalition building
- ZWRCN becomes a Resource centre for women, particularly young women by providing a platform, space and necessary capacity building to strengthen their individual and collective agency

WHAT DO WE HOPE TO SEE? / EXPECTED CHANGE

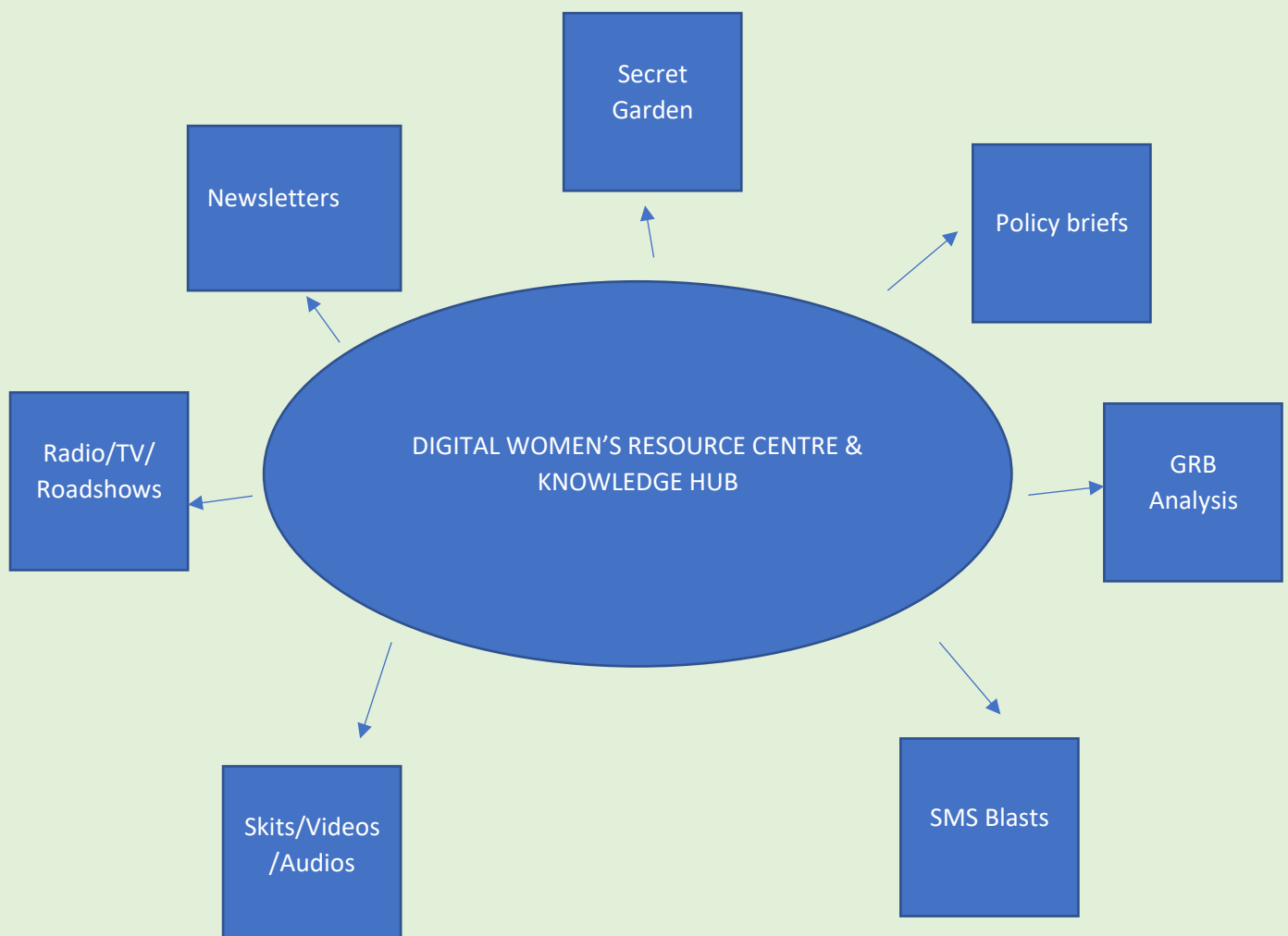
- Establishment of a young women's Movement on Gender Activism and Feminism
- Collective activism by young women in speaking out on issues affecting them and their participation in the national, regional and global development arenas

4.3.3 Strategic Objective 3:

Women's Resource Centre and Knowledge Hub

To develop through collaboration with research agencies and institutions a data and learning resource centre for women's empowerment and gender equality.

- ✚ Identify and address the data requirements for women's empowerment and gender equality. There is currently a dearth of reliable data on the situation of women in both social and economic sectors. ZWRCN will become the resource centre which houses essential planning and decision-making data and produces cutting edge research and knowledge pieces
- ✚ Collect, analyse and disseminate high quality, reliable and timely data, disaggregated by sex, and other relevant variables in collaboration with government and other research institutions at national and regional level
- ✚ Become central in disseminating pertinent information via social media on a wide range of issues to women and girls which include budget literacy, 16 days of activism against GBV, legal, economic and social support services available for women and girls in Zimbabwe.
- ✚ Document using social media and other digital technology women's experiences, key facts and statistics on women and establish a virtual feminist learning and resource centre.



5.0 Organisational Priorities

ZWRCN recognizes the importance of Organizational Development in the achievement of its mission and vision. Over the next five years, ZWRCN will prioritize the following organizational development priorities:

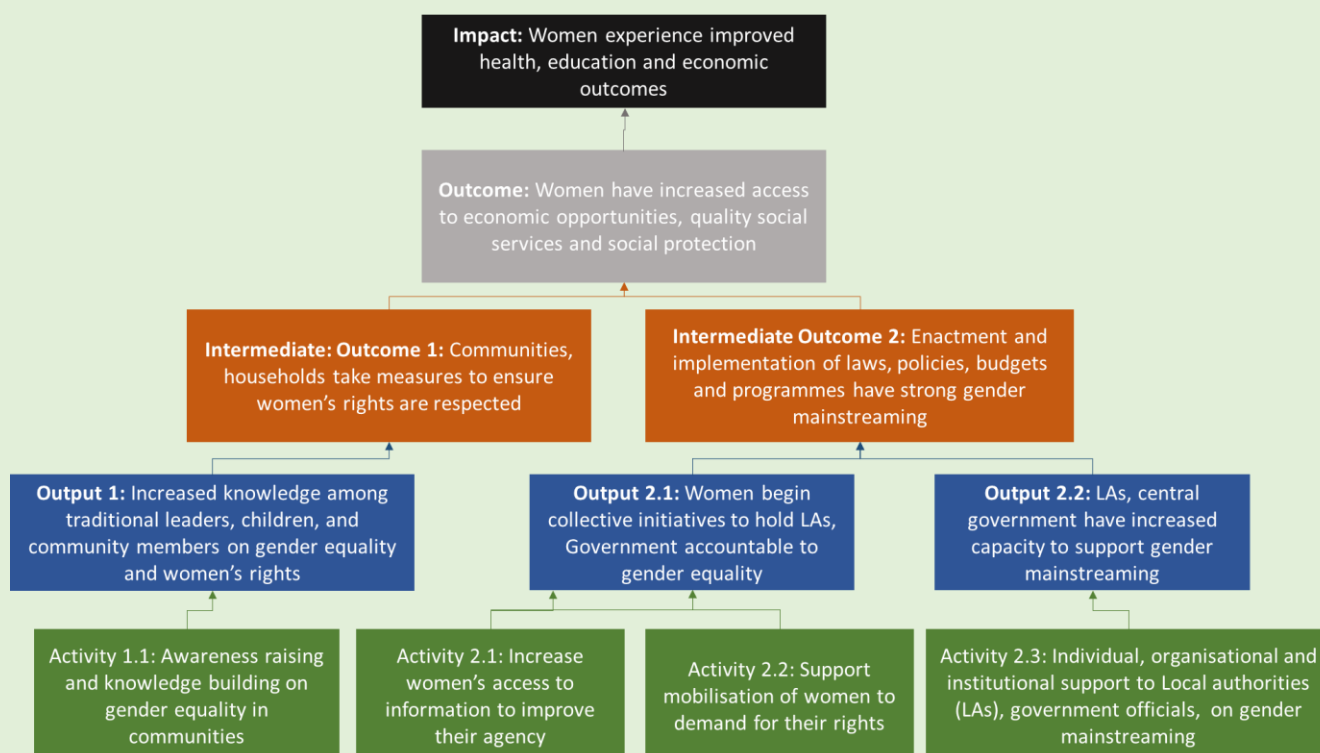
5.1 Measuring Change, Learning and Generating Knowledge

The Monitoring and Evaluation of the strategy will focus on assessing and demonstrating the impact of ZWRCN's work, testing its theory of change and tracking changes and lessons learned from implementation of programmes. The M&E will generate new knowledge which is evidence based from drawn from its programme implementation.

- ✚ ZWRCN will develop an M&E system with clear indicators and targets to effectively track and communicate the impact of our work over the strategy period. Baseline indicators will be established across all projects and programmes to enable us to monitor and measure change
- ✚ Staff skills and capacities in M&E will be built and investments made in knowledge management and communication practices to generate learning and to communicate more effectively the impact of our work both internally and externally.
- ✚ ZWRCN will develop a Management of Information System to strengthen its data management capacities, preserve institutional memory and increase efficiency of programme delivery

Below is the Results Chain that ZWRCN will use to measure and track its outputs, outcomes and impact;

5.1.1 ZWRCN Results Chain



5.3 Governance and Robust Organizational Structure and System

- ✚ ZWRCN will strengthen its governance by bringing on board additional board members to enable the board to function. A public search process will be undertaken to find gender activists and feminists with the necessary skills to provide strategic direction to the organisation.
- ✚ ZWRCN will set up an organizational structure that is fit for purpose. It will maintain a flexible size of core staff to enhance organizational effectiveness and efficiency, with clear roles and accountabilities.
- ✚ ZWRCN recognizes that human resource is an indispensable asset, and commits to creating an environment conducive to professional excellence and organizational success. We will invest in building the requisite skills and capacities in our staff to be able to deliver on the new strategy.
- ✚ ZWRCN will institutionalize and build a robust culture of performance appraisal by putting in place a performance management system to facilitate learning and strengthen accountability.
- ✚ An Institutional review will be undertaken at the beginning of the strategy. It will point out the areas where policies and systems should be reviewed in order to be in sync with the current reality. The institutional review will also include a skills audit to ensure that staff skills match the programmes.

5.4 Resource Mobilization and Financial Stability

- ✚ ZWRCN will come up with a resource mobilisation strategy targeting not only funds but services and other resources which the private sector in the country can provide.
- ✚ ZWRCN will strengthen relationships with the institutional donors as well as build stronger funding relationships with the local institutional donors and their embassies in Zimbabwe as well as trusts foundations and corporates.
- ✚ ZWRCN will establish effective, accountable systems and procedures to improve Financial Management as well as contract management.

- ✚ ZWRCN will strengthen its consortium approach to leverage on fundraising opportunities in partnership with organisations in the same sector.

5.5 Digitalization

- ✚ ZWRCN will invest in ICT infrastructure and gadgets and for capacity building for the organization to embrace the use of technologies in all aspects of our work to drive greater organizational efficiencies and effectiveness in our systems and processes. Covid-19 has brought about a new normal where virtual programming has become the normal way of doing business.
- ✚ ZWRCN will communicate its work, results and impact through mass media, social media and community media.

6.0 Planning, Monitoring and Evaluation

The ZWRCN planning, monitoring and evaluation framework will bring synergy, coherence and complementarities between activities at multiple levels where the organisation functions.

6.1 Periodic Planning

Periodic planning of activities will be done to operationalise the Strategic Plan as follows:

- ✚ Annual implementation plan shall be produced.
- ✚ Quarterly plans will be produced to operationalise the annual implementation plans.

6.2 Periodic Reporting

Annual, half yearly and quarterly progress reports will be produced to track progress of the annual and quarterly plans.

6.3 Monitoring

Monitoring and evaluation is an integral part of our systems and work. It provides us with the chance to assess our impact, both project and financial with a view to enhance efficiency, effectiveness, timeliness and promptness in delivering our services to deserving communities. We have a Monitoring and Evaluation Framework that helps us track and monitor performance and progress for all projects and programmes. The Monitoring and Evaluation Framework profiles a number of internal project monitoring tools that we use such as monthly progress review meetings, monthly reports, annual reports, workplans, back to office reports and staff programme meetings.

In the next five years therefore, we will seek to enhance the training of our project officers on monitoring and evaluation tools and processes and implementation. We will also strengthen our monitoring and evaluation capacity through allocation of adequate budgetary resources for that purpose. In addition, we will recruit a Monitoring and Evaluation Officer who will specifically work on monitoring and evaluation. Our monitoring and evaluation work will be extended to beneficiaries of our work or those who receive any financial assistance through sub-granting or other technical support. External consultants and financial auditors will be engaged to evaluate and assess our work and projects.

The monitoring process shall be participatory, involving all key stakeholders where feasible. It will involve systematic data collection and documentation on the progress in various strategic objectives and an assessment of this information to determine progress. The monitoring process will be based on an assessment of ZWRCN interventions at the levels of Outputs, Outcomes and Impact.

Monitoring will be done through periodic reports, review meetings both at organisational and partner level. The monitoring framework shall also seek to address accountability requirements at three levels as follows:

1. Upward accountability to Membership, donors and development partners.
2. Horizontal accountability to the Board, management and staff of ZWRCN, partners and likeminded organisations.
3. Downward accountability to women of all ages.

Evaluation is an integral part of good programme management and as a tool for learning and accountability. Evaluation will assess achievement of goals and objectives based on the following principles:

1. Evaluation will aim at improving programme planning and delivery while contributing to decision-making and strategy formulation at Board, management and staff level.
2. Evaluations will be designed to lead to action and therefore produce relevant, useful and action-oriented findings.
3. Evaluations will ensure the participation of staff members, partners and other relevant stakeholders to promote acceptance and utilisation of evaluation results.

6.4 Human Resources

In order for us to successfully implement this Strategic Plan we will rely on our staff members. Over the past 31 years, our strongest resource base has been the dedication and passion of our past and present staff members, founding members and board members who have tirelessly laboured to make the organisation grow. In the next five years, we will focus on increasing the number of highly skilled staff members to add value to the organisation. However, our staff complement should be commensurate with the volume of work. Our key objective is for our staff members to be smart, effective and efficient in carrying out their work. The following expertise will be key in terms of recruitment going forward; information technology, economics and finance, law, health (psychologist) and urban and rural planning. Our objective is to enhance evidence based research by recruiting people with the necessary skills to gather and analyse scientific, economic, statistical data and maps. We also want to enhance use of information technologies, so computer experts have a place at ZWRCN.

Our recruitment policy will also be targeted at ensuring that we recruit people with the necessary qualifications and experience. Where experience is lacking we will seek opportunities and support our staff members to go for further training and studies that will benefit the organisation. Further studies will be supported pursuant to our Study Policy. We will also strive to ensure that all staff members are sent for capacity building training workshops, exchange visits and fellowships to help sharpen their skills. In turn, ZWRCN will also accept volunteer workers and exchange students or researchers.

In order to enhance staff performance and productivity, we will undertake objective staff performance assessments in line with a Staff Performance policy. This can enable us to identify areas of strengths and weaknesses that can help us to redeploy or hire additional staff members.

Given our volume of work and our emphasis on skills and hard work, we will take all necessary measures to ensure that our staff members are adequately paid and live happy lives, this will enhance productivity. We will also make provision for taking care of the health, families and welfare of our staff members and where possible provide adequate incentives to motivate them. This will all be in line with our Staff Handbook and Manual.

6.5 Financial Resources

Attainment of our five year objectives, plans and results will greatly depend on availability of adequate, predictable and long term funding. We greatly rely on donor funding. Over the past years we have raised funds that enabled us to carry our mandate. Going forward we want to increase our funding base. Therefore, our projected budget for the next five years will be a total of \$2.5million. This budget is estimated to cover administrative and project related cost for the next five years.

Our strategy going forward is to attract core funding and institutional support based on our Five Year Strategic Plan. In addition, we will also accept project funding. Where it is not possible for partners to support this five year Strategic Plan, each Programme will be required to develop a programme specific proposal, implementation plan and budget for funding. We will seek funding from both Zimbabwe based and international donors and partners. Establishment of an endowment is something we will consider in the coming five years, while the idea of a strategy for individual donations and online giving will also be developed.

Sometimes our work requires reactive and immediate responses and we should be ready for this. This can be achieved through flexible funding streams that can enable us to tackle emerging issues without delay. However, we will ensure that our best strategy to attract more funding is by being transparent and account for all funds and materials received. Fiscal responsibility and accountability will be the cornerstone of ZWRCN's financial management and accounting systems in line with our accounting policies.

In sustaining the organisation and raising funds, we will also where assets such as renting out our buildings, providing consultancy services, hiring services of our board room, secret garden and commuter mini bus.

Annex 1 -SWOT analysis

Annex 2 Stakeholder analysis

Annex 3 M &E Framework



Final M&E Plan.xlsx

Stakeholder Analysis

Stakeholder	Influence	Interest	Needs	Current level of support
Women	The women have a very high influence as ZWRCN is centred towards making a difference for women	Information and capacity to empower themselves and to strengthen resilience Accompaniment in policy influence	Capacity Building, information , tools for action ,channelling their voices and needs	medium
Parliament	High -they make laws	Policy influence representation of women	Information, tools for monitoring gender responsiveness of budgets, data on women	Low
Government	Policy Change and implementation Defining priorities	Pushing forward issues raised on women's empowerment. Resource allocation Implementation of the constitution	Engagement Participation in national policy influencing platforms Being called upon to provide technical advice Joint programmes	Low

		National and international frameworks on women's empowerment, gender equality, Mainstreaming gender in all government programmes		
Local authorities Bulawayo , Harare ,Zvishavane, shurugwi, mutoko and Murewa	They are the Gate Keepers of the City and ZWRCN has MOUs to work in their cities	ZWRCN at times trains the Council on how they can be gender sensitive in the social service delivery	Trainings, Engagements	High
Donors <ul style="list-style-type: none"> • Diakonia • Hivos • Trace • Action Aid • OSF 	They give ZWRCN the funds for implementation and are therefore vital stakeholders	To see their funds being put into good use	Reports	moderate