

2022 - 2024
COUNTRY STRATEGIC PLAN
ZIMBABWE COUNTRY OFFICE



Save the Children

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Foreword by Heather Kerr, Country Director, Save the Children Zimbabwe

Save the Children was founded in 1919 by Eglantyne Jebb, a remarkable woman who devoted her life to establishing the Save the Children movement and pioneering the cause of children's universal human rights, paving the way for changes in the way the world treats children.

This strategic plan spans the years 2022 – 2024. Our aim is to help the most deprived and vulnerable children in Zimbabwe. In order to do this, we need to achieve our three breakthroughs for children:

- **Survive:** No child dies from preventable causes before their fifth birthday
- **Learn:** All children learn from a quality, basic education
- **Be protected:** Violence against children is no longer tolerated

In order to achieve these breakthroughs, we need to work together, with the Government of Zimbabwe, our international and national partners and the communities we serve to transform the lives of the most marginalized children in Zimbabwe. We call on our donors and supporters to help us increase our income so that we can achieve this ambitious strategic plan. Zimbabwean children deserve a brighter and more hopeful future.

Save the Children has been working in Zimbabwe since 1983 where we responded to the needs of refugees, including many children, fleeing Mozambique. Currently, we work in the sectors of Education, Child Protection, Health, Nutrition,

Food Security and Livelihoods and Child Rights Governance. We either implement our programmes directly or in partnership with the Government of Zimbabwe, civil society organisations, local and international NGOs and private sector companies.

The impact of Covid-19 has had far reaching consequences for Zimbabwean children. We have seen an exponential rise in child protection issues: children who have not returned to school and are now working in the mines, girls who have taken up prostitution; a huge increase in teenage pregnancy and child marriage, many more children are now turning to drugs; children who have lost their parents/guardians and who are struggling to cope on their own; a huge rise in violence against children including domestic violence and sexual and gender based violence (SGBV). There was a 222% increase in SGBV cases in 2021, which is an alarming figure. We now need to step up our efforts to respond to make sure the children of Zimbabwe are supported in their time of need.

I would like to thank our many supporters who work with us – our donors, our Save the Children Members, our staff and the children of Zimbabwe.

Let us not forget that “Each generation of children offers mankind the possibility of rebuilding the world from its ruin” (Eglantyne Jebb).

Who we are

We are the world's leading independent organisation for children. We save children's lives and help them fulfil their potential. We champion the rights and interests of children worldwide, putting the most vulnerable children first.

Vision

Our Vision is a world in which every child attains the right to survival, protection, development and participation.

Mission

Our Mission is to inspire breakthroughs in the way the world treats children, and to achieve immediate and lasting changes in their lives.

Values

All our work is guided by our values, namely:

- Accountability
- Ambition
- Collaboration
- Creativity
- Integrity



Background

Save the Children is an independent organisation established in 1919, that champions the rights and interests of children worldwide. Save the Children responds to major emergencies, delivers innovative development programmes, and ensures children's voices are heard during campaigns to build a better future for and with children.

In 1983, Save the Children commenced its operations in Zimbabwe, responding to the needs of child refugees fleeing from the war in Mozambique. Its early work focused on establishing ECD centres, supporting schools, establishing children's feeding programmes, promoting health and hygiene and sinking boreholes at refugee camps. Since then, Save the Children has made its mark in Zimbabwe, by expanding its focus, as well as working in all ten provinces at one time or another.

Save the Children implements child rights programming in

the areas of Education, Child Protection, Health and Nutrition, Food Security and Livelihoods, as well as Child Rights Governance. Implementation of programmes is done either directly or in partnerships with the Government of Zimbabwe, Civil Society Organisations, private sector companies, local and international NGOs.

Save the Children believes that every child has the right to **survive, learn and be protected**, and all its work is carried out with this belief in mind. As such, efforts are deliberately aimed to ensure that no child dies from preventable causes before their fifth birthday, all children learn from a quality basic education, and that violence against children is no longer tolerated. Save the Children strives to inspire lasting developments for children by being the innovator that develops evidence-based replicable solutions to problems facing children, building partnerships to share knowledge and influence others to ensure children's rights are fulfilled, achieving results at scale and being the voice for children.



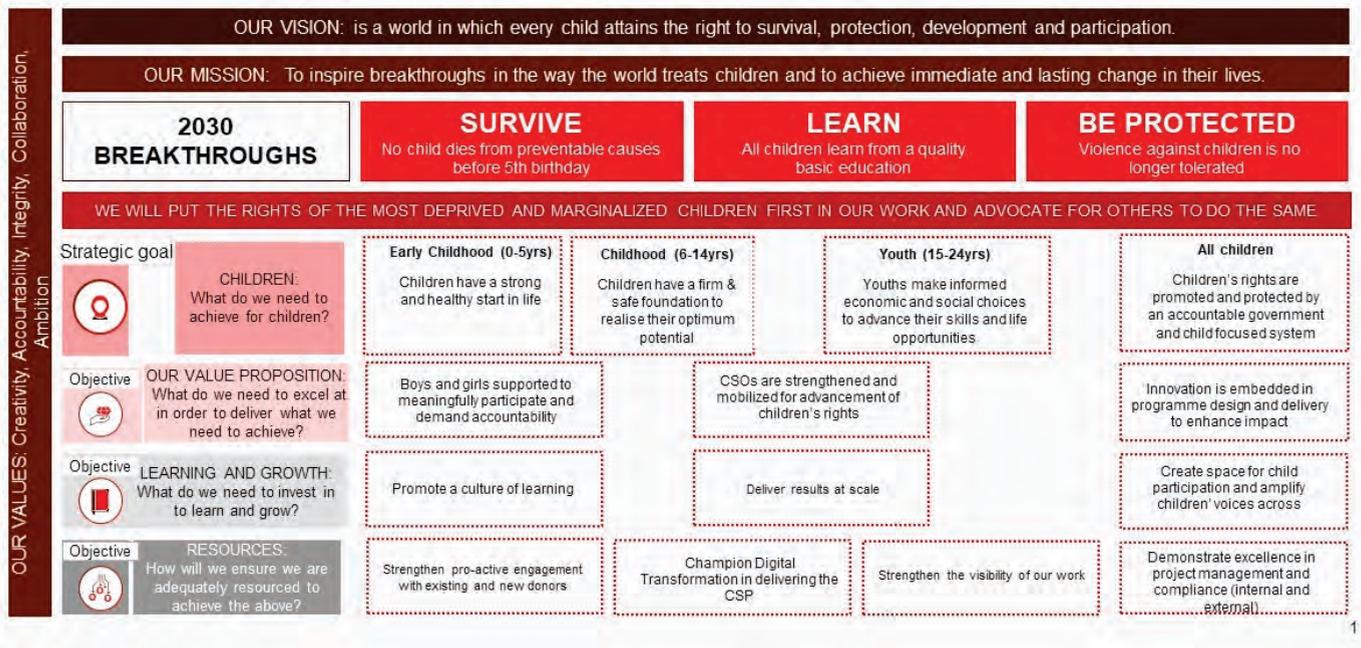
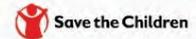
The 2022-2024 Country Strategic Plan

In 2021, Save the Children Zimbabwe developed the Country Strategic Plan for the 2022 to 2024 period. The process was guided by the need to put children first, while relying on existing data and facts on the ground, as well as

our operating context. The process culminated in the strategy map below, and the identification of four broad goals.

2022-24 STRATEGY MAP

Zimbabwe



2022-2024 Strategic Goals

In implementing the 2022-2024 Zimbabwe Country Strategic plan, Save the Children will put the rights of the most deprived and marginalised children first in our work, as well as advocate and influence others to do the same. These children include, but are not limited to, extremely poor children, children from remote and hard to reach areas, children living with disabilities and girls. In line with this thrust, the geographic location of programmes will be the

hard to reach, remote areas, which have been excluded from mainstream development, and where child rights violations are rampant.

Four strategic goals have been identified, as being critical in Save the Children's efforts to ensure all children survive, learn and are protected, and ultimately contribute to the attainment of Save the Children's vision.

Goal 1

CHILDREN HAVE A STRONG AND HEALTHY START IN LIFE



This goal focuses on reducing under-five mortality, morbidity, and stunting through maternal, infant and young child feeding, community case management of childhood illness, reducing food insecurity, improving livelihoods, as well as early childhood care and development.

This goal seeks to reduce maternal and infant mortality, as well as malnutrition, improve the resilience of vulnerable households to cope with and recover from recurrent livelihoods shocks and stresses, as well as promoting early childhood care and development.

To achieve this goal, Save the Children will implement programmes that save the lives of newborns and improve the quality of life of neonates, infants and young children, increase crop and small livestock production, increase access to markets and economic resilience of vulnerable households, and ensure access to quality pre-primary and primary education. These interventions will contribute to reducing mortality, improving the quality of life for all children, improving the health outcomes for children through programmes that address adolescent sexual and reproductive health (ASRH), improved nutrition, food security, increased resilience of vulnerable households and increased access to inclusive quality pre and primary education.

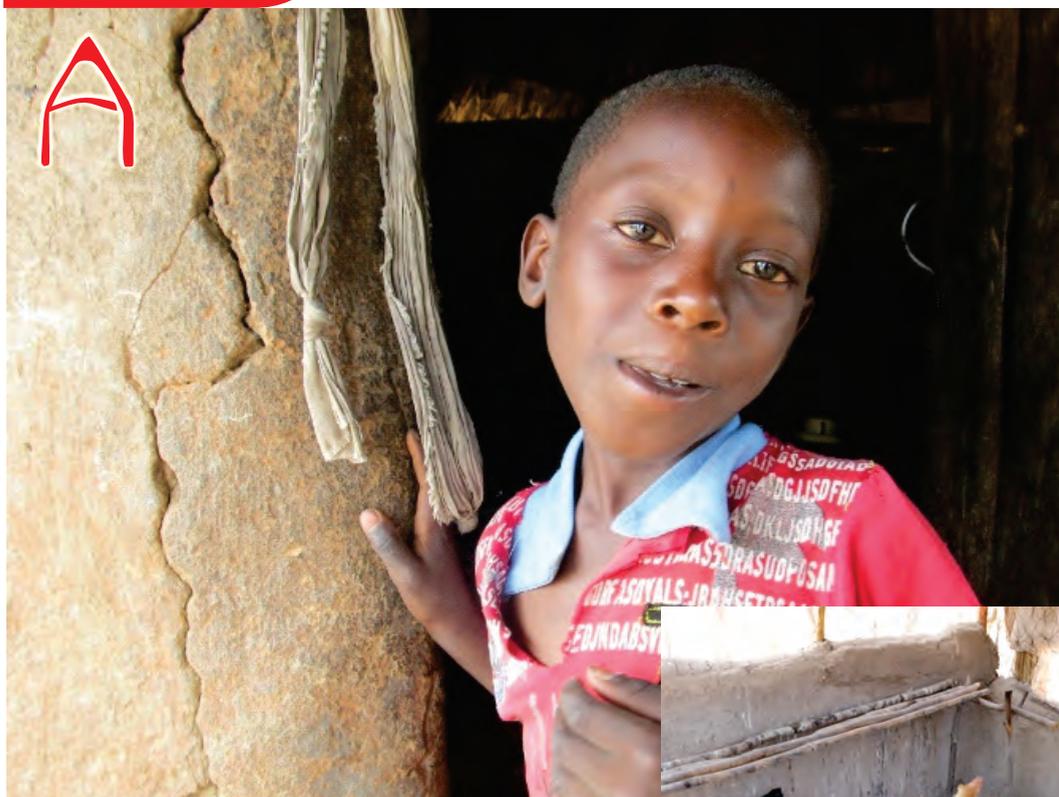
Key initiatives

- Integrated Management of Neonatal and Childhood Illnesses.
- Integrated Community Case Management.
- Maternal, infant and young child feeding.
- Advocating for contraception by choice and ensuring adolescent sexual reproductive health and rights.
- Increased parental and community involvement in ECD, reading and numeracy.
- Livestock production, training and provision of improved breeds of poultry and small ruminants.
- Training in processing, preparation and utilization of animal products to improve nutrition outcomes.
- Provision of climate smart crop inputs and trainings on crop production and diversity.
- Training on Starting your own business and provision of start-up kits for income generation.

This goal relates to Sustainable Development Goals (SDGs) [1: No poverty](#), [2: Zero Hunger](#) and [3: Climate Action](#), [6: Clean Water and Sanitation](#), [10: Reduced Inequalities](#) & [13: Climate Action](#).

Goal 2

CHILDREN HAVE A FIRM & SAFE FOUNDATION TO REALISE THEIR OPTIMUM POTENTIAL



This goal focuses on children's protection from violence, basic education, as well as food security and livelihoods.

The goal seeks to protect children from all forms of abuse, ensure boys and girls have safe and inclusive education, and builds the resilience of vulnerable households to ensure children's safe access to school. To achieve this goal, Save the Children will support case management, offer training on prevention and responding to child abuse, support parents through cash transfers, provision of small livestock, climate smart crop inputs and business start-up kits. In addition, efforts will focus on ECD, basic education, the use of adaptive learning techniques and technologies to respond to the new normal to ensure that all children have access to learning in safe environments.

Programme initiatives under this goal will contribute to a strengthened and responsive National Case Management System, improved availability, access and consumption of food by children, increased access, enrolment and retention of learners in pre-primary and primary schools, ensuring that girls continue with their education, as well as improved literacy and numeracy in learners.

To achieve this goal, Save the Children will work to prevent gender based violence and all other forms of abuse, as well as unsafe migration of children, online abuse of children, enhance capacities of vulnerable households to cope and recover from recurrent livelihoods shocks and stresses,



enhance community level COVID 19 prevention efforts. In addition, Save the Children will continue promoting safe and inclusive schools, advocating for pregnant school girls and girl mothers to go back to school in line with the amended Education Act (2020), promote parents and community participation in literacy and numeracy of learners, as well as promoting child participation in school governance.

Key initiatives

- Integrated Case Management
- Training and awareness raising on child safeguarding, child protection and SGBV
- Child friendly community reporting mechanisms.
- Promoting access to inclusive basic quality learning environment.
- Cash transfers and distribution of small livestock.

This goal relates to SDGs [2: Zero Hunger](#) and [3: Good Health and Wellbeing](#), [4: Quality Education](#), [5: Gender Equality](#), [13: Climate](#), and [16: Peace, Justice and Strong Institutions](#).

Goal 3

YOUTHS MAKE INFORMED ECONOMIC AND SOCIAL CHOICES TO ADVANCE THEIR SKILLS AND LIFE OPPORTUNITIES



This goal focuses on adolescent skills for successful transition, child sensitive social protection, food security and livelihoods, as well as adolescent sexual reproductive health and rights (ASRHR).

Under this goal, Save the Children programmes will seek to help families and children manage risks and threats to their incomes/assets, support families to be resilient and recover from shocks, promote and support climate smart agriculture and early warning activities, as well as the empowerment of adolescents to improve their abilities to protect themselves and make informed choices. This goal will contribute to the empowerment of youths, improved adolescent health outcomes, improved nutrition status, reduction of household food insecurity and implementation of child sensitive social protection.

Key Initiatives

- Roll-out of adolescent health and nutrition strategies
- Scaling up adolescent iron or folate supplementation.
- School health programme
- Cash/ Voucher assistance and

in-kind food assistance.

- Climate smart agriculture
- Disaster Risk Reduction and Emergency Preparedness planning with a special focus on new emerging diseases such as COVID- 19.

Actions under this goal contribute to SDGs, **1: No poverty**, **2: Zero Hunger**, **3: Good Health and Wellbeing** and **13: Climate Action**.



Goal 4

CHILDREN'S RIGHTS ARE PROMOTED AND PROTECTED BY AN ACCOUNTABLE GOVERNMENT AND CHILD FOCUSED SYSTEM



Goal number 4 focuses on Public investment in children, monitoring and demanding child rights.

This goal seeks to ensure the promotion and protection of child rights by an accountable and child focused system, demanding good governance on delivery of child rights, as well as public investment in children. The goal contributes to reporting to the regional and international child rights' monitoring bodies, and holding governments to account for

the fulfilment of child rights, as well as the uplifting of children's voices. Save the Children will achieve this by continuing to promote child participation at all levels, advocating for public investment in children; strengthening civil society organisations in monitoring and demanding child rights with children and good governance on delivery of child rights.

Key Initiatives

- Promoting child participation at all levels
- Documenting and reporting child rights violations to treaty bodies.
- Advocating for public investment in children

All actions under this goal contribute to [SDG 16: Peace, Justice and Strong Institutions](#).



Enablers for delivery of the strategy

The Country Strategic Plan 2022-2024 is comprehensive and ambitious, which is reflective of one of Save the Children's core values (Ambition). In view of this, the strategy development team reflected on a number of issues and identified some fundamental conditions that are necessary for the team to be able to implement the strategy, while delivering results with lasting changes in the lives of Zimbabwean children. These basic enablers for

delivery were classified into three broad categories, which are **Theory of Change, Learning and Growth, and Resources**. It is expected that these pre-conditions need to be there for successful delivery of the CSP 2022-2024 goals. Should the country context change, the country team will be adaptable to the changes so that we can still deliver the plan



- **Innovation in programme design and delivery**
We will be innovative in programme design and project implementation processes. This will include use of new digital solutions and information communication technologies.
- **Child centred design, activism and accountability**
Boys and girls who are the rights holders, will be supported to participate meaningfully and demand accountability from the duty bearers.

- **Strengthening CSOs for advancement of Child rights**
Working with local and national actors is important for the promotion and fulfilment of child rights in a sustainable manner. All our work is guided by Save the Children's partnership principles i.e. mutual benefit, value-driven, complementarity, transparency, accountability and empowering.

Learning and growth

- **Promote a culture of learning**
Save the Children will come up with evidence-based projects, for replication and scaling up.
- **Deliver results at scale**
Save the Children will work towards reaching as many children as possible with its interventions, as well as through advocacy initiatives which impact on many children.
- **Create space for child participation and amplify children's voices**
Save the Children will strive to amplify the voices of

children, by creating spaces and platforms for child participation and promoting child participation across all programmes.



Resources

For Save the Children to deliver the 2022-2024 strategy, there is need for financial resources, to fund the implementation of the plan. To increase the funding portfolio, we will adopt the following strategies:

- **Strengthen pro-active engagements with existing and new donors**

To build and diversity the funding portfolio, we will work collaboratively with the East and Southern Africa Regional office in identifying, generating, cultivating and pursuing funding opportunities. The Zimbabwe office will intensify and strengthen pro-active engagements with existing and new donors.

- **Strengthen the visibility of our work**

Seeing is believing. In implementing this strategy, we will engage donors and other potential funders to showcase the evidence of the impact of our work. We will demonstrate the advantage of using our common approaches.

- **Demonstrate excellence in project management and compliance**

Save the Children will implement sustainable programmes, achieve high quality programming standards, and ensure value for money. It is our hope that this will continue to build donor confidence.

**Our funding ambition for the period
2022-2024 is \$50 million**



Our Humanitarian Plan

In recent years, Zimbabwe has experienced a number of natural disasters including cyclones, floods and drought, as well as epidemics, that have brought about untold suffering as well as loss of lives. Knowing the dire humanitarian situation that children and their families may fall into, we have developed a Humanitarian Plan, that aptly captures our ambitions in our response to both natural and man-made shocks and hazards. We believe it will help us to minimise disruption to the lives of children and their families, support them to be resilient and better prepared to withstand the negative effects of natural disasters.

Our Humanitarian plan is anchored on four pillars:

- **Healthy start in life**
- **Safe Back to School**
- **Live free from violence**
- **Safety nets and resilient families**

When disaster strikes, Save the Children will respond, both in and

outside of its current geographical locations. Our priority will be to save lives. Save the Children's emergency response will focus on the following sectors: Health, Nutrition, WASH, Education, Child protection, Food Security and Livelihoods and Early Recovery .



Geographical coverage

We will pay attention to areas that have limited developmental gains historically and currently have high poverty rates, and disease burden. These areas include, the districts in the Zambezi valley, Mbire, Rushinga

Matebeleland South, the eastern part of Zimbabwe, and Masvingo. In emergency situations, Save the Children will be flexible, and go where the greatest need is, to save lives.



Working to inspire breakthroughs

The work we will do under the Country Strategic Plan 2022-2024, will contribute to our global plan called Ambition for children 2030. By this we mean that, by

2030 we hope to have inspired three breakthroughs for children, which are Survive, Learn and Be Protected.



SURVIVE

No child dies from preventable causes before their fifth birthday



LEARN

All children learn from a quality basic education



BE PROTECTED

Violence against children is no longer tolerated



Case Study: Khanyisiwe and Nokwanda



meal. I sometimes felt cheated but I had no option and had to trade my chickens for the maize meal.”

“After the chickens got finished, we survived entirely on pumpkins. I would cook pumpkin in the morning and eat with my grandchildren. I would cook pumpkin again in the evening, as I had no other option. However, since I was registered on the cash transfer programme, all is well. I am now well fed and I have enough food to eat. I have also been given seed packs for me to plant in my field,” says Margaret.

Sisters Khanyisiwe and Nokwanda are happy girls, as they are well fed and are able to have three meals each day. They are grateful for the US\$65 that has been coming through their grandmother's mobile wallet each month since September 2020. The mobile cash transfers have helped 71-year-old Margaret to buy enough food for their family throughout the peak hunger period.

“My grandma buys us a lot of food. She gets money from Save (Save the Children) each month,” says Nokwanda.

“Today we had tea, peas, and porridge with peanut butter and sugar. At noon we had sadza (thick maize meal porridge) and soya chunks, and grandma cooked for us. In the evening we usually eat sadza and cow pea leaf vegetables which we fetch from the field, added Nokwanda.

“Before Grandma started getting money from Save, we often ate pumpkins and “umxanqa” (mixture of boiled maize and pumpkin), and at times we would eat sadza (thick maize meal porridge) in the evening, and use pumpkin as the relish,” said Nokwanda.

Grandma Margaret says before getting support from Save the Children, she and her grand children had been struggling to get food.

“I was living a life of struggle. I used to have some ten chickens but gave them away to my neighbour in exchange for maize meal. People would say give me one chicken and I give you 10kg of maize

In response to COVID-19 Margaret and her grandchildren have been taught about how they can protect themselves from being infected.

Save the Children implemented the Safe Multipurpose Assistance to Communities in Crisis project in Margaret's village. She and her grandchildren were registered among the most vulnerable and food insecure families that deserve assistance under the multipurpose cash project, to meet the food needs and soap for hand washing in the wake of COVID-19. Margaret was among 23,715 vulnerable families across five districts in Zimbabwe that were supported under the ECHO funded project. In addition, Margaret and her family also received farming inputs from Save the Children.





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