



ADVOCACY STRATEGIC FRAMEWORK

2020 – 2023

Promoting and Protecting Women, Youth and Child Rights in a Changing World



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Acronyms

ACHPR	African Commission on Human & Peoples' Rights
CCA	Climate Change Adaptation
CEDAW	Convention on the Elimination of all Forms of Discrimination against Women
DRR	Disaster Risk Reduction
GBV	Gender-Based Violence
KNH	Kindernothilfe
NGO	Non-Governmental Organizations
OVC	Orphans and Vulnerable Children
SDGs	Sustainable Development Goals
SHG	Self-Help Groups
UN CRC	United Nations Convention on the Rights of the Child
UPR	Universal Periodic Review
WLLA	Women land Link Africa

Foreword

It is with great pleasure we present here the Advocacy Strategic Framework, which sets out Ntengwe's advocacy priorities for the period 2020-2023 and how the strength of each Ntengwe's target area can come together to extend our influence and impact.

Ntengwe's primary asset in the fight against hardships is to encourage community-led development in support of economic and social justice to end poverty. This is achieved through the knowledge, ideas, and over 20 years of experience gained through our implementation of coherent programmes that draw on rights-based perspectives. From hunger to climate change, global disease outbreaks and economic inequality, marginalized communities must contend with the compounding impacts of crisis threatening and reshaping our planet. As we approach a new era of development, the role of Ntengwe, as a civil society organization remains critical to push decision makers and governing bodies to be accountable, inclusive, just, progressive and rights focused.

When we look at the world today, we can identify those issues that are shaping the global context in which we are working to realize, protect and strengthen women, youth and children's rights.

Advocacy is integral to delivering Ntengwe's vision which is today's resilient communities for a better tomorrow. Towards this end, we are acknowledging that we in the Global South must lead our own development path. It is difficult for vulnerable communities to access and enjoy basic services and rights because of the injustices manifesting in the social, economic, environmental spheres of life. This is why we, at Ntengwe, want to see this Advocacy Strategic Framework tackle head on the causes of inequalities, marginalization and discrimination. It is key to remember that advocacy is not a linear process but a more complex one where plans have to be adapted when contexts change.

The Advocacy Strategic Framework will position Ntengwe to influence policy makers at all levels on these issues and lay out important foundations for increased collaboration and coordination with all partners and alliances of society. This will ensure that Ntengwe, along with partners, women, youth, children and communities we work with, will be at the forefront of efforts to create a better world for tomorrow in which all women, youth, children and communities can realize their full potential in societies that respect people's rights and dignity.



Elisabeth Markham
Executive Director

Executive summary



Advocacy became integrated into Ntengwe's work as early as 2000 with the HIV behavioural change programme for young people and with the adoption of a human rights-based approach on gender equality and women's property rights in 2005. This commitment to advocacy was further set out and strengthened in the 2006 programme on child protection during NAP for OVC, which was the vehicle through which the national response to the plight of OVCs was being implemented. The programme was developed in a collaborative manner involving government line ministries and development partners.

This focus on advocacy as a means to drive sustainable change reflects the greater emphasis placed upon policy, advocacy and campaigns work in recent years by Ntengwe as a whole. Over the last ten years capacity, processes and initiatives have been developed across the whole organization, meaning today we see Ntengwe's advocacy work taking place at all levels, thanks to our local, national and international liaison with various local, national and international partners and alliances. As a matter of fact, the strengths of our advocacy work, has placed Ntengwe on the international platform to coordinate the regional platform, called "Women's Land Link Africa" in alliance with 40 grassroots women from Kenya, Uganda, Madagascar, Ghana, Zambia, Benin, Nigeria, South Africa and Zimbabwe. Plus, our Programmes Coordinator and organization, was also recently elected the Zimbabwe National Focal Point on Coherence between Climate Change and Disaster Reduction as well as a member of the Southern African

Regional Advisory Group of the Global Network of Civil Society Organizations for Disaster Reduction (GNDR).

Our vision and mission acknowledge that innovative solutions will be needed to end poverty and among partners and duty bearers. Ntengwe is seen as an organization capable of driving change for and with women, children, youth and communities. As a rights-based organization that seeks to focus on the underlying causes of poverty, advocacy can help us achieve more sustainable outcomes. Hence, clear leadership, strong skills and robust structures need to be put in place so that Ntengwe's advocacy can be strengthened so as to influence future national, international, donor and private sector priorities, e.g. child protection and gender standards for emergency response, for example. The aim of this advocacy strategy is to bring together the diverse advocacy initiatives highlighting the strengths and potential in Ntengwe's current ways of working and theories of change, while underpinning the need to address historical roots in order to become even more inclusive, upstream, impact-focused and strategic, and infuse even greater intentionality into doing that which is most effective and sustainable.

This strategic advocacy framework provides definitions of key advocacy terms and sets out 4 advocacy goals. These are:

1. Position Ntengwe as the local and provincial practice group influencing child protection, care and development.
2. Influence the local and national agenda by promoting and strengthening children, youths', women and community's access to health and education.
3. Transform how the development & humanitarian sectors work together before, during and post emergencies
4. Increase coherence

Our strategic plan 2018-2023 sets out the development of this advocacy strategy to affect transformational change which is to embrace the rights-based approach, which focuses on the relationship between duty bearers and individuals as right holders, and increasingly position themselves as enablers and advocates. We help to promote conditions that prioritize equality and empowerment, and accountability toward more sustainably eliminating poverty. This Strategic Advocacy Framework aims to position Ntengwe as a child and women-rights organization and change agent with, and on behalf of women, children, youth and the communities to seize every opportunity to shift institutional opinion and resources towards realizing the rights of our community. This advocacy strategy provides a strong foundation for the development of our work which will align the organization's strategic plan 2018-2022.

1. Background



Ntengwe staff during the Advocacy Training Workshop in Victoria Falls which was facilitated by Everson Ndlovu and Tongai Ncube Everson Ndlovu & Tongai Ncube and funded by Christian Aid.

➤ 1.1 History of Advocacy within Ntengwe

Advocacy became an important and integrated part of Ntengwe's work starting in 2000 when NGO's adopted a human rights-based approach in their work during the HIV/AIDS pandemic. Ntengwe's commitment to advocacy was then further laid out during the programmes on women's land and property rights. However, incorporating advocacy into Ntengwe's work reflects the wider adoption of advocacy and campaigning over the last 20 years

Intensified advocacy interventions are very likely to contribute to poverty reduction, reduce inequalities, improve governance, reduce unemployment and improve the livelihoods of the currently vulnerable communities. It is against this background that Ntengwe for Community Development is implementing multi-pronged and cross cutting programmes in the area of child protection, care and development, health and education, economic empowerment, disaster risk reduction, climate change, gender equality, among others. Hence, for advocacy to be carried out by Ntengwe, this advocacy strategy will promote Ntengwe's programmes to be more effective and be in a better position to influence debates, processes and decisions that shape policies, social behaviours and attitude.

Ntengwe's advocacy is free from political or religious bias, and is in line with the women, child, youths' and community centred, and community-led development approach. The strategy is based on international human rights law and standards primarily the United Nations Convention on the Rights of the Child (UN CRC), the Universal Declaration of Human Rights,

the Convention on the Elimination of all Forms of Discrimination against Women (CEDAW) and in line with the UN Sustainable Development Goals (SDG). Many national, regional and international legal frameworks and processes also underpin Ntengwe’s advocacy. Ntengwe’s approach to advocacy also places and emphasis on right holders – children, women, youth and community -participating in the processes and decisions that affect their lives. Today, advocacy is taking place at all levels, from the level of programmes where we work with all sectors of society, especially duty bearers to traditional leaders, local government to influencing local, national, regional and international forum to advance and strengthen rights and development cooperation.

➤ **1.2 Role of Ntengwe in advocacy**

The key strength of Ntengwe’s advocacy is the local to national, regional and international reach. Ntengwe has three offices (Binga, Lupane & Victoria Falls) with its headquarters in Victoria Falls. Each office plays a role in developing and implementing advocacy.

National, Regional and International Reach from Head Office	
<ul style="list-style-type: none"> • Providing issue prioritization in delivering public policy positions to advance Ntengwe’s advocacy and influence to national, regional and international platforms. 	<ul style="list-style-type: none"> • Management is to establish operational standards, guidance and key processes to more effectively undertake advocacy at national, regional and international platforms.
<ul style="list-style-type: none"> • Leading the development and implementation of the advocacy component of national, regional campaigns and the integration of policy advocacy and campaigning into programme initiatives and work of national, regional and international partnerships. • Strengthening the structures through which national, regional and international partner organizations can participate in the formulations of policies that controls women, children, youths’ and the communities’ lives. 	<ul style="list-style-type: none"> • Establishing operational standards, guidance and key processes to more effectively undertake advocacy at the national, regional and international levels. • Developing Ntengwe’s capacity to undertake advocacy. This includes working with national, regional and international partners to create community-centred operational standards, develop campaign modules, developing strong networks and alliances to influence regional and international processes to achieve concrete change at these levels.
<ul style="list-style-type: none"> • Identify new sources of funding. 	<ul style="list-style-type: none"> • Establish links with other organizations.
Local and National Reach from District Offices	
<p>The district offices provide representation of Ntengwe’s advocacy agendas to governments and key stakeholders and maintain relations with communities and influence processes and strategies.</p>	
<ul style="list-style-type: none"> • Management supporting and developing the role and work with district offices to scale up operations with government for local and national lobbying. • Management supporting district offices to use SDG mechanisms to strengthen local and national advocacy and supporting the development and implementation of national advocacy plans. 	<ul style="list-style-type: none"> • Representing Ntengwe’s advocacy agenda to district offices to facilitate the process by which people, through articulating their own needs and desires, gain the confidence and ability to influence decisions which will affect their own future. • Integration child rights, gender equality, national and international policies and frameworks at the local and national level.

<ul style="list-style-type: none">• Work with district offices for improved dialogue with local and national decision-making bodies, coordinating events and processes, and key relations at national level.	<ul style="list-style-type: none">• Developing joint policies and advocacy messaging to increase the impact of local and national level advocacy. Maintaining relations with key individuals and bodies and participating in key processes to raise Ntengwe's profile through partnerships and coalitions with other non-government organizations.
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➤ 1.3 Strengths of Ntengwe's Advocacy work

Community-led approach

Ntengwe for Community Development has evolved over the past 20 years, having tackled some of the advocacy issues impacting the communities. Ntengwe's community-led approach to development – using methods that involve community-led initiatives with grassroots women networks in leadership positions, at local, national, regional and international level has yielded the greatest benefits. Also, Ntengwe's rights-based gender equality and child-centred approaches, rooted in national and international human rights treaties, is one, in which women, children, youths' and communities are active and leading participants in their own development. It enhances their capacity and opportunity to work together with others to address structural causes and consequences of poverty at all levels.

With the generous support from the Kindernothilfe (KNH), Ntengwe launched the Self-Help Group approach (SHG) in 2013. This approach is based on voluntary involvement of women who from homogenous groups agree on their own by-laws. Women meet in SHG groups usually on weekly basis with the aim to discuss, to share and to save small amount of money. These women were able to lead their own processes, they managed to evaluate the contributions made by different groups in promoting development in their areas and they were able to lead methods of development in their own community. This indicates that community-led processes are effective at contributing to stability and development than other methods used by other actors. Hence, Ntengwe builds on a foundation of community-led processes which ensures that rights holders are the core of Ntengwe's work. A community-led process approach therefore provides Ntengwe's advocacy with a strong and unifying basis for analysis and action.

From local to global

Ntengwe for Community Development (Ntengwe) was initially registered as a Trust in 2000 and then registered as a Private Voluntary Organization (PVO 42/10) in December 2010. The organization is based in Matabeleland North, with its head office in Victoria Falls and two sub-offices in Binga and Lupane districts. Ntengwe's mandate is to facilitate developmental projects aimed at reducing poverty, supporting the four thematic areas of Child Protection Care and Development, Health and Education, Social and Climate Justice (including Disaster Risk Reduction), and Economic Empowerment. The organization aims to strengthen marginalized communities' capacity, especially women youth and children through community-led initiatives to meet the Sustainable Development Goals (SDGs) at the

grassroots level. A core distinctive strength for Ntengwe is the long-term relationships it has with communities, local government and other actors.

Ntengwe's scale, approach and ways of working have generated a positive perception by a wide range of partners and duty bearers that Ntengwe is an organization that can constructively bring about change for, with, or on behalf of women, children, youth and their communities.

Advocacy and campaigns track record

Ntengwe has a strong tradition of working closely with communities to develop and implement effective and participatory programmes. These, in turn, have become the foundation for Ntengwe's campaigns which are now implemented in regional and international sector-wide areas, such as coordinating the Women Land Link Africa (WLLA) in 10 African countries and the Pathways on Women's Rights to Land, working with 4 African countries, bringing together greater attention to the needs of countries and communities where Ntengwe has formed networks and alliances. These alliances have now transitioned into Ntengwe's programmes and advocacy work.

➤ 1.4 Issues that could limit Ntengwe's advocacy impact

During the development of this Advocacy Strategy, it was deemed very appropriate to ensure the buy in and participation of all staff members, Board members, funding partners, like minded civil society partners, professional associations and independent minded persons especially in analysing the political, economic, social, technological, legal and environmental (PESTLE) factors that would potentially have a positive and negative impact as Ntengwe executed this advocacy strategy. This was fundamental in order to orient the strategy towards harnessing the potential positive factors while putting in place mechanisms to mitigate the potential negative impact. While there are unique patterns and trends across these factors and operational districts and beyond districts spaces, broadly the analysis pointed to the following:

Political Factors

It is a truism that development work is intertwined to politics and the dynamism in politics including at both the international, regional and national levels. Some of the key emerging trends in international politics has been the emergence of a new crop of leaders for instance in France and the United States who have also questioned the existing and old-world order. This has coincided with the developed countries reneging on earlier agreements such as increasing funding towards climate responses by developing countries and reducing aid directed to certain issues such as climate change. This obviously affects our ability to access climate change finance in as much as it creates opportunities for advocacy especially based on earlier agreements at both the regional and international for as. At the local level, political unrest especially based on disputed elections coupled with general economic decline has also created a sense of uncertainty in terms of ensuring proper development planning as such issues as protests and demonstrations also affects entry into communities and the image of

organizations. As a result, many traditional funders have developed a wait and see attitude while the political unrest also offers new frontiers for civil society to engage in peace building advocacy across the political divide.

Economic Factors

There is no gain saying that Zimbabwe has since the early 2000 has been experiencing economic turmoil that has resulted in jobless, voiceless and negative economic growth. This has tended to affect both men and women even though women have been affected more due to latent patterns of inequality in employment. The steep increases in food and basic commodity prices coupled with stagnant incomes has pushed many households and small rural businesses into deeper poverty. People have also had to grapple with survival and coping in a cashless economy. The government of Zimbabwe has also introduced punitive tax regimes that keep eroding worker's salaries and this has a negative impact of people's livelihoods and productivity. Zimbabwe's economic crises has been exacerbated by the lack of a single reliable currency, multi-tier pricing system, the existence of a black market and policy inconsistencies. All these, scare away investments, reduces confidence in the economy and results in the poor getting poorer. However, this also offers opportunities to engage in alternatives to job creation, poverty reduction and enabling women through micro financing, self-help groups and climate smart initiatives. It also provides a pad for civil society to engage in the economic policy arena and how it affects especially the marginalized constituencies in rural areas.

Social Factors

Zimbabwe's population remains dominated by women who are 52% of the population. Youth and children also form a larger chunk creating the so-called youth budge even across the African continent. Youth (14-25 years) constitute 20% of the African population, 41% of the workforce and 60% of the unemployed. Unfortunately, across districts women, children and youth still face exclusion from decision making, planning, investment and development process due to patriarchal, cultural, economic and policy processes that have historically continued to treat them as minors. In all these districts we also have marginalized segments of these populations including Children with disabilities, women living with HIV and AIDS, young girls affected by early pregnancies who are also school dropouts. All these emerging trends offer vast opportunities to advocate for youth to access vocational skills and engage in informal social enterprises, the rights of marginalized groups and their direct involvement in policy process.

Technological Factors

It is now indisputable that Information Communication Technologies have advanced with mobile phones, internet and social media being used for various economic and social purposes. Almost 94% of Zimbabwean's claim to own their own phone, and more than 99% are reachable through some sort of phone. There are opportunities and risks involved. For instance, districts such as Binga are still affected by lack of radio and television signals which results in information imperfections. The use of cashless economy and mobile transactions also has implications on the affordability, availability

and reliability of the technology. Mobile networks are also often intermittent. The widespread use of technology also poses the risk of exposing children and women to such negative issues as pornography, abuse and trafficking. Yet the young, urban population are also increasingly accessing the internet. From a development perspective, ICTs have begun to be utilized from simple tasks as mobilization of communities to the actual implementation of life changing development initiatives such as health messaging, disaster awareness, early warning and many other innovations. We have also seen the advent of community radio stations which can be used to easily reach out to wider audiences using vernacular.

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Legal Factors

There is a greater paradox that many African governments have promulgated progressive constitutions and policies, yet these are not domesticated at the local level. This is the case with women's land and property rights and the enforcement of child protection policies. All these opportunities create greater scope for advocacy for the actual domestication and enforcement of these policies. With the advent of environmental disasters such as climate change, there is also needed to advocate towards child sensitive disaster responses while intensifying child protection. Zimbabwe has grappled with the alignment of a litany of pieces of legislation with the Amended 2013 constitution which remains an open box. There is vast scope for advocacy in this area for civil society. Districts of operations also differ in terms of how they deal with regulation and operationalization of working agreements under the Rural District Councils Act with some being more flexible while others make it difficult

from a planning and both, fundraising perspective as renewing of agreements yearly present instability and uncertainty.

Environment

There is a gripping reality that the long trend of environmental degradation had combined with climate change with devastating effects on people's livelihoods. Reliance on traditional water and food sources, rain fed agriculture and traditional food production has been heavily curtailed with more effect on women and children than men. This has placed on development actors, the need to deal with the immediate challenges faced communities whilst transitioning them from short term interventions to resilience and adaptation. All our operational areas have been affected by perennial droughts resulting in food insecurity. Agro-ecological regions also seem to have changed bringing uncertainty to farmers on how to mitigate and adapt. In areas such as Hwange and Binga, new climate extremes such as heat waves and lightning which civil protection units are not used to are becoming the nature of the day. In areas such as Binga, communities cannot access clean and safe water even though they are a stone's throw away from the Zambezi River. In all the districts, populations still heavily rely on firewood as a source of energy. This has resulted in a lot of cutting down of trees, desertification which worsens flooding exposing the man-made contributions to climate change. The obtaining legislation on fisheries and wildlife also creates human and wildlife conflicts. Moreover, the Civil Protection Act of 1989 is far outdated to respond to modern day disaster trends as shown during Cyclone Idai in Manicaland. At the local level, Civil Protection structures still lack capacity to implement new Sphere standards (2018) and Do No Harm Guidelines. Across this spectrum there are many advocacy opportunities with regards to legislation, mitigation and adaptation issues at the local, national and international levels. Moreover, the unreliability of non-renewable energy sources offers opportunities to advocate for alternative renewable energy sources.

In Conclusion

The PESTLE analysis has shown that there is potential for both negative and positive impacts across both factors that are likely to influence the implementation and achievement of this Advocacy strategy. It is incumbent therefore that adequate care be taken in ensuring that a risk mitigation plan is in place so that these factors are duly dealt with.

The need for new priorities

Prior to the adaptation of Ntengwe Strategic Plan 2018-2023, Ntengwe's focus was 60 % on service delivery and 40 % on advocacy. However, with Ntengwe's goal to drive action and change so that successful communities recognize that future is something they can build for themselves, Ntengwe started to shift from 70% of service delivery and 30% of advocacy to a rights-based organization. At times, this has presented conflicting drivers. The evaluation report of the "Integrated Approach to Orphans for

Vulnerable Children” Phase II showed the lack of capacity and experience in carrying out advocacy across Binga district to advance children's rights and empower communities, especially women to drive change in practice and policy through community-led initiatives, building on local capacity and work together to achieve the UN SDGs. Through this report, Ntengwe identified a lack of skills and structures to effectively implement advocacy, as well as the need for a clearer direction to create the space and conditions for advocacy to development. Since then, and with the advocacy workshop held in October 2019, Ntengwe recognized the need for greater support in order to improve advocacy as a priority for Ntengwe, and recognized the need for greater support in order to improve advocacy work, in terms of raising more funds for advocacy, capacity-building of Ntengwe staff and partners, and the networks and alliances Ntengwe is associated with. Hence, the subsequent strategy recognizes the importance of this advocacy strategy framework to strengthening Ntengwe's advocacy across all its work and provide opportunities through collaboration and capacity.

Ntengwe's advocacy practice has developed in parts since 2000, and now needs to come together as a coherent whole. Strategic planning processes need to be developed which connect advocacy planning and implementation at all levels to ensure greater consistency and effectiveness. Ntengwe's efforts thus far has shown effectiveness of multi-level approaches and implementation, and more work can be done to further build on this. In addition, advocacy should be integrated across reporting and performance management. The advocacy strategy sets out 4 supporting goals that aim to develop and coordinate advocacy throughout the local, national, regional and international work of this organization.

➤ 2. Advocacy Goals and Objectives 2020 – 2023



2.1 Goals and Objectives

Four advocacy goals set out Ntengwe's advocacy priorities:

1. Position Ntengwe as the local and national practice group influencing child protection, care and development.
2. Transform how all sectors of society work together in driving change to advance health and education, from all forms of disasters before, during and post emergencies.
3. Influence decision makers and encourage effective participation of communities, especially women in support of poverty eradication and women's economic empowerment.
4. Maximize Ntengwe's impact on rural poverty in a changing climate.

Goals 1-4, are in line with Ntengwe's Strategic Plan, aim to deliver objectives, including additional objectives on humanitarian work, of upholding rights and using Ntengwe's experience and expertise as local, national and regional voice to influence others to act on tackling exclusion. The objectives set out that the role of advocacy in delivering humanitarian assistance is an emerging priority issue.

GOALS AND OBJECTIVES	
Advocacy Goals	Objectives
<p>Goal 1 Position Ntengwe as the local and provincial practice group influencing child protection, care and development</p>	<p>Contribute to the strengthening of international, regional and national laws and policies through engaging in the monitoring in human rights and child-rights instruments:</p> <ul style="list-style-type: none"> • Promote the CRC and other humanitarian treaties as well as Ntengwe’s Child Protection Policy through advocacy, campaigns and communication channels • Support the global realization of the CRC by implementing a local and provincial advocacy agenda that builds the partnerships and resources necessary for Matabeleland North to reach the most marginalized orphans and vulnerable children. • Advocate for, and achieve implementation of community-based child protection mechanisms within the local and national child protection system. • Advocate for inclusion of child specific recommendations and influence relevant resolutions. • Support and involve communities and children in the monitoring process of all child protection programmes, as well as CRC and CEDAW. • Engage Child Protection Committees in the processes and sessions of forums, such as NGO forums, and the African Commission on Human & Peoples’ Rights (ACHPR). • Using child rights to influence the agenda and debate at local, national and international level. • Influence child protection at annual commemorations. • Strengthen the follow up activities and procedures by advocating for implementation of international decisions and policies at the local and national level (such as observations/recommendations of the CRC.
<p>Goal 2 Influence the local and national agenda by promoting and strengthening children, youths’, women and community’s access to health and education</p>	<ul style="list-style-type: none"> • Promote education for all children, especially for girls by successfully advocating with leaders and communities to prioritize girls’ education, increase funding for girls’ education and end child marriage. • Influence strategies to end gender-based violence and promote for boys, girls and women to participate in decision-making and inspire action in education. • Deliver influential policy chapters such as SDG Goal 3 and launch advocacy plans to safeguard protection from GBV and promote access to health services, including health education on behavioural change by increasing awareness during pandemics and other related emergencies.
<p>Goal 3 Transform how the development & humanitarian sectors work together before, during and post emergencies</p>	<p>Working with alliances, global and grassroots networks, and development partners, initiate dialogue with all sectors of society, donors and government in order to:</p> <ul style="list-style-type: none"> • Increase humanitarian funding to advocate for humanitarian action to be delivered by government and encourage actors to uphold national and international humanitarian law, to seeking broader solutions to crisis.

	<ul style="list-style-type: none"> • Support the creation of solid, coordinated and effective advocacy messages for targeted actions within key response actor/stakeholder and partner organizations that enable appropriate responses to humanitarian crisis and climate related action. • Ensure all stakeholders are held accountable for the fulfilment of humanitarian rights. • Integrate disaster risk reduction and climate change adaptation into sustainable development policies and planning, holding policy makers accountable in order to reduce the impact on poverty and vulnerability. • Consolidating knowledge and information on DRR and CCA policy challenges and plans in Zimbabwe and the southern African region • Build capacities of policy and decision makers, technocrats and members of other stakeholder organizations to integrate DRR and CAA into development planning. • Build on existing links and relationships with international, regional, national bodies, government and humanitarian organizations to deliver a consistent approach to DRR and CCA.
<p>Goal 4 Increase coherence</p>	<p>Working with global, national and local networks in order to:</p> <ul style="list-style-type: none"> • Advocate for a holistic approach to women’s economic empowerment. • Building from existing grassroots women networks and forums amplify the advocacy in policy-making for gender equality and sustainable development. • Enhance partnerships, networks, and movements among women, adolescent girls, youths’ working on gender equality • Strengthen skills and knowledge of women and youth, adolescents, women and youth-led organizations for advocacy, policy-making, and programme development and implementation for gender equality in their local communities • Strengthen intergenerational partnerships, collaboration, listening, and learning among women and experienced mentors and leaders in the women’s rights and gender equality movement • Advocate for greater women participation and involvement in planning, implementation and monitoring of gender, economic and land rights policies and programmes at local, national and international levels. • Advocate for adequate public education and dissemination of policies, guidelines and relevant legislations.

➤ 3. Implementation of the Advocacy Strategic Framework

The Ntengwe team will lead the implementation of the Advocacy Strategic Framework. The Programmes Coordinator will be the focal point. Any substantial changes to the operating context that may affect the implementation of one or more of the strategic goals will be brought to the attention of the Executive Director via setting out the changes and proposed solutions. Indeed, many across Ntengwe are already working together on the local, national and international advocacy goals.

- Each goal is aligned to the four thematic areas within the Ntengwe Strategic Plan 2018-2022. The role of this advocacy strategy is to ensure that planning and implementation is robust and in place, and as much coordination as possible is achieved across Ntengwe.
- It is understood that a large amount of cross team working and planning will be crucial to the successful implementation of this strategy.

➤ 3.1. Stakeholder Analysis Matrix

generates insights on the **importance** and influence of each **stakeholder**

The matrix generates insights on the importance and influence of each stakeholder			
Stakeholder	What makes them stronger	What makes Ntengwe stronger	Nature of relationship
Funding Partners	They have resources, connections and capacity	Ntengwe is known at the grassroots and have a relationship with government Ntengwe is known at the grassroots and have a relationship with government	Allies, Partner, Supporter
United Nations and Multi-lateral agencies, Regional Bodies such as SADC, AU, COMESA, Embassies, African countries, International Finance Institutions (IMF, World Bank, African Development Bank)	They have resources, capacity, good will with government often with power of peer review. Also deal with our advocacy thematic areas. Leverage to influence government policy (negative and positive)	Is grounded with the communities and has vast knowledge about issues	Allies, supporter, partner, enemy
International, Regional and National Networks of Civil Society (Act Alliance Community of Practice, NANGO, Huairou Commission, Global Network of Civil Society for Disaster Reduction)	Greater capacity, membership, resources, MOUs with multi-lateral agencies and national governments. Have resources and knowledge on policy issues and platforms.	Ntengwe is known at the grassroots and have a relationship with government	Allies, partners, competitors

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<p>Government Ministries at national, provincial and district levels (Provincial Councils, Members of Parliament, Local government, Social Welfare, SMEs, Justice, Home Affairs, Women's Affairs, OPC, Health and Child Care, Primary and Secondary Education, Land and Rural Resettlement, Sports and Youth, Rural District Development Committees, National Aids Council, NGOs) Media Houses, Political parties</p>	<p>Resources Technical expertise Policy mandate Facilitation Wider audiences reach</p>	<p>Alternative resources Grounding with the people Evidence of issues</p>	<p>Allies, supporters, partners, potential enemies based on an issue</p>
<p>Private sector partners (Banks, businesses, hotels, lodges, fishing cooperatives, Agro dealers, transporters)</p>	<p>Resources</p>	<p>Knowledge of issues Relationship with the people</p>	<p>Partners, enemies</p>
<p>Professional bodies/Individuals and institutions (National Association of Social Workers in Zimbabwe, Lupane State University, Midlands State University, Solusi University, Child Protection, DRR and Women's Empowerment experts)</p>	<p>Extensive research capacity Policy knowledge and skills Resources and relationship with government</p>	<p>Grounded to the people Evidence of issues</p>	<p>Partners, supporters,</p>
<p>Right holders (Children including CWDs, Women, Youth)</p>	<p>Affected directly by the issues Have the right to support or not support the cause. Without them there is no cause They are part of the numbers</p>	<p>Resources Knowledge on issues</p>	<p>Allies</p>
<p>Community Structures (Village heads, headmen, Chiefs, School Development Committees, School Heads, Nurses in Charge of health centers, Ward Health Teams, WADCOs,</p>	<p>Government good will Community Trust Resources Knowledge of community issues</p>	<p>Alternative resources Capacity to research on issues</p>	<p>Allies, supports and enemies</p>

VIDCOs, Village Health Workers, Case Care workers, CPCs, Government representatives at ward level, Community Disaster Risk Management Committees, Councilors, Community Popular Opinion Leaders, Faith leaders, NGOs, CBOs			
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➤ **4. Advocacy Monitoring and Evaluation**

Ntengwe for Community Development will develop an M & E plan of advocacy to ensure it is comprehensively included within the work currently being developed to measure Ntengwe’s impact. Ntengwe will ensure that tools will be rolled out to all advocacy areas.



➤ **Annex**

Annex

Definitions of key Advocacy Terms

Term	Definition	When used
Advocacy	Acting with, or on behalf, children, youth, women and their communities, use information strategically to devise and implement systematic and targeted sets of actions to influence changes in policies, resource allocation, legislation, institutions and/or practices that will respect, protect and fulfil people’s rights.	To describe Ntengwe’s strategic approach to influence that builds on programme experience and that is practised at local, national, regional and international levels.
Advocacy Plan	A strategic forward-looking plan of work designed to achieve changes in policy and practice, containing identified policy change objectives with issue/policy analysis, power analysis targets, a lobbying plan, any necessary media and popular mobilisation tactics, argument and evidence base, and key messages.	To describe the plan of work that has been prepared in order to achieve a specific set of changes.
Campaigning	“Campaign” and “campaigning” are generally used to describe advocacy initiatives that involve either public or supporter mobilisation, with the aim of putting pressure on a specific target/s and influencing their attitudes, opinions and behaviours.	To describe advocacy initiatives that involve either public or supporter mobilisation. Related terms: Advocacy campaigning.
Lobbying	The direct interactions Ntengwe undertakes with decision-makers and influencers, in order to influence a decision or public policy agenda.	Informal description for advocacy meetings with key targets.
Public Policy	A commitment and course of action by governments in response to a particular area (e.g. education, employment, healthcare), which is often set out in policy documents, and which is usually accompanied by a strategy or action plan and an indication of available resources. Practice established by government can also be considered public policy even when it is not formalised in a written document.	To refer to the policy of a particular government on a particular issue such as education, water or health.

<p>Policy analysis</p>	<p>The scrutiny of public policy and practice against the CRC and other human rights standards, and against Ntengwe’s principles, in order to identify and understand gaps, contradictions, inadequacies, and implementation failures.</p> <p>The assessment of the wider context in which public policy exists: political, social, environmental and economic factors; the individuals and institutions who make and influence policy; local, national and international legal and policy frameworks affecting public policy.</p>	<p>To describe the process of scrutiny Ntengwe undertakes to ensure public policy supports the realisation of child rights.</p>
<p>Public policy position</p>	<p>Statement outlining Ntengwe’s position on a particular issue, including an analysis of the public policy actions that Ntengwe believes should be taken by governments and other stakeholders.</p>	<p>To describe the internal document that outlines Ntengwe’s position on a particular issue.</p>
<p>Public policy briefing paper</p>	<p>Ntengwe’s contribution to external debates on public policy (at local, national, regional and international levels) which sets out Ntengwe’s analysis, evidence base and public policy position, and makes policy recommendations to decision-makers and other stakeholders. Includes analysis of best available evidence and should be consistent with Ntengwe’s programmatic experience and with human rights standards.</p>	<p>To describe the document that outlines Ntengwe’s thinking on a particular issue.</p>
<p>Power analysis</p>	<p>A process to understand the political, social and economic environment in which we are operating; how change can be made to happen within that context; the key individuals that you need to influence; and tailor-made strategies on how best to influence them.</p>	<p>To describe a tool Ntengwe uses to help target the right actions to the right people at the right time in order to secure change.</p>
<p>Thought leadership</p>	<p>The timely and effective projection of a coherent set of ideas, evidence and arguments into the policy-political-media context that prompts discussion and creates space for influence on rights as they relate to current, emerging or overlooked issues.</p>	<p>To describe Ntengwe’s approach to influencing debates, and raising the profile of issues relating to rights.</p>

