



**NTENGWE FOR COMMUNITY  
DEVELOPMENT**

# **2018-2022 STRATEGIC PLAN**



**TODAY'S RESILIENT COMMUNITIES FOR  
A BETTER TOMORROW**

# OUR GOAL

**To drive action and change so that successful communities recognize that the future is something they can build for themselves.**



**We engage all stakeholders and communities to:**

- Work with children, young people, and communities to advance children's rights
- Empower grassroots women leaders to drive change in practice & policy at local, national & international level through grassroots women-led initiatives & networks.
- Build local capacity and work together to achieve the UN Sustainable Development Goals.

# EDITORIAL

This document is Ntengwe for Community Development's strategic framework, which will guide its work between January 2018 and December 2022. Ntengwe for Community Development works with today's resilient community for a better tomorrow that advances children's rights and equality for women and girls.

Ntengwe for Community Development will strive to work towards change through community-led development approaches focusing on four key programs: Child Protection Care and Development, Health and Education, Social and Climate Justice (including Disaster Risk Reduction); Economic Empowerment to set a direct path towards gender equality, poverty eradication and inclusive economic growth.

Poverty and inequality Analysis findings indicated that although there are improvements, the scar of poverty demands a powerful and practical response to its causes. Ntengwe for Community Development will continue with more sustainable, more equitable and inclusive solutions to support the fulfilment of children's rights and gender equality, especially for women and children in remote communities.

Climate change is a looming disaster which is already having dramatic impacts, yet meaningful action has been paralyzed. The adverse effects are already felt in many areas, including in relation to, inter alia, agriculture and food security, biodiversity and ecosystems. In many of these contexts, women are more vulnerable to the effects of climate change than men – primarily as they are more dependent for their livelihood and natural resources that are threatened by climate change.

Ntengwe for Community Development will continue to work with women as effective actors of change in relation to resilience building, mitigation and adaptation. Women often have a strong body of knowledge and expertise that will continue to be used in climate change mitigation, disaster reduction and adaptation strategies.

There are plenty of reasons for hope as Ntengwe for Community Development opens crucial opportunities for new thinking and approaches that favour a just and sustainable future. Ntengwe for Community Development will be more progressive and more effective to improve more lives, fulfil basic rights,

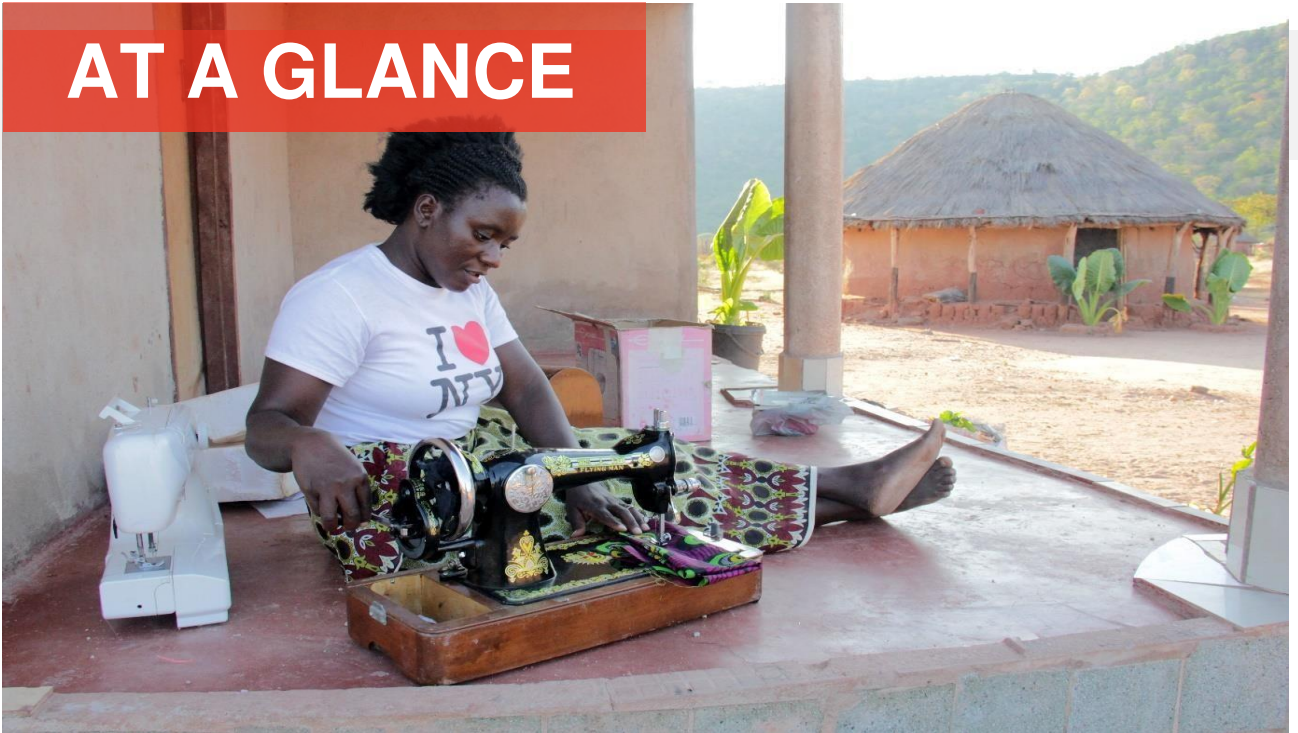
turn the trend of inequality and create solutions by working with a variety of partners, promote community-led development to create and achieve locally owned visions and goals.

To achieve this, Ntengwe for Community Development's Strategic Plan to 2022 has a vision that sets local communities and the voices of children, women, young people and men at the centre of change. Stronger partnerships between government and community stakeholders will be created through programs where more women are in leadership roles to end discrimination and injustices of poverty.



**Elisabeth Markham**  
**Executive Director**

# AT A GLANCE



**Child Protection Care  
and Development**

**Health &  
Education**

**Social & Climate  
Justice (including  
Disaster Risk  
Reduction)**

**Economic  
Empowerment**

- Inclusive Interventions to enhance the lives of children with disabilities are part of the Child Protection Care and Development Program.
- Water, Sanitation and Hygiene (WASH) complement the Health and Education program.
- Social Justice includes land property and inheritance rights supports a series of conventions on gender equality with the aim of higher incomes, better access to and control over resources, and greater security, including protection from violence.
- Climate-smart agriculture, Climate Change Adaptation and Mitigation will continue with champions of community networks to drive forward activities to a wider sense of community ownership.
- Investing in Women's Economic Empowerment will set a direct path towards gender equality, poverty eradication and inclusive economic growth.



# COUNTRY CONTEXT



Zimbabwe covers a total landmass of 390,757 km<sup>2</sup>, bordering Botswana, Mozambique, Namibia, South Africa and Zambia with a population of 16,522,978 where 50.7% are women and 49.3% are men. The country has a young population with 41.9% under 15 years and a population growth of 56,184 in 2018. Zimbabwe is still a largely rural country, despite increasing urbanisation over the past 5 years; 32.2% of the population live in urban areas. Officially people with disabilities are 7%, though it is widely believed to be much higher. About 53% of people living with disability in Zimbabwe became disabled before the age of 20 years. Around 27% were disabled from birth while 9% of disabled Zimbabweans are between the ages of one to five years. 56% of disabled Zimbabweans are male and 44% female as of 2013. About 600 000 children live with disabilities in Zimbabwe according to the Department of International Development Zimbabwe as of 2013. Hwange and Binga districts, located in the Zambezi valley basin has a much higher population of disabled people, especially children, however, it is difficult to have an exact figure as most of the cases are not reported.

Zimbabwe is mostly ethnically homogenous with the Shona of about 82% of the population and the Ndebele of about 14%. Other groups account for 11% of the Tonga near Kariba Lake and the Sotho, Venda, and Hlengwe along the southern border. The majority of Zimbabwean's Christian, some also practice Islam and other religions.

Many analysts have opined that under President Robert Mugabe, Zimbabwe has largely been isolated by the international community and has struggled to attract significant foreign investment. For years Mugabe inspired other leaders across the continent to emulate his tactics and extend their rule by manipulating the constitution and suppressing opposition through violence and intimidation. It is said that Mugabe's often violent seizure of Zimbabwe's white-owned farms was his signature action - and devastated the country's agricultural production, transforming what had been known as Africa's breadbasket into a land of barren fields and hungry people. His mismanagement of Zimbabwe's economy was staggering. The country has been transformed from one that could offer good employment opportunities to its well-educated population to a place of so little hope that people left in droves and Zimbabwe has coped with an unemployment rate estimated at higher than 80 percent.

Zimbabwe's new president Emmerson Mnangagwa is showing signs of charting a path different from that of his ousted mentor, Robert Mugabe and it is expected that Zimbabwe will have GDP growth and be on track to achieve lower-middle income status. However, the majority of the population in Zimbabwe are living below the poverty line and are still at risk to falling deeper into poverty. Women headed households are highly vulnerable with many living in poverty. Climate change and environmental degradation from deforestation threaten livelihoods and food security of many rural Zimbabwean's. Zimbabwe's largely agrarian society is highly vulnerable to climate change. Droughts and heavy rains are increasingly common and have severely impacted food security and nutrition.

# REGULATORY & POLICY FRAMEWORK



Zimbabwe has a number of environmental and related laws and policies as well as an economic development blueprint in place. These include the Constitution of Zimbabwe, the Environmental Management Act, the National Environmental Policy and Strategies of 2009, the Zimbabwe Agenda for Sustainable Socio-Economic Transformation and numerous Statutory Instruments. Further to this, Zimbabwe has committed itself fully to Agenda 2030 and Zimbabwe's Constitution guarantees political, civil, economic, social and cultural rights for all citizens. These rights are clearly articulated and provided for in the Bill of Rights and are justiciable.

Since 2013 the government has been implementing the Zimbabwe Agenda for Sustainable Socio-Economic Transformation (ZIMASSET) which is an economic blueprint that was crafted by the ruling Zimbabwe African National Union Patriotic Front (ZANU PF) to be enshrined in the party's manifesto as part of its long-term development agenda

However, in 2004, Zimbabwe adopted a National Gender Policy to provide guidelines and an institutional framework to promote gender activities in its sectoral policies and programmes at all levels of society and the economy. Zimbabwe has two initiatives to increase Government's capacity to deliver on (a) gender responsive economic and financial policy formulation and (b) to deliver better on the allocation of resources to improve the lived realities of women and girls that is Gender Responsive Budgeting and the Gender and Economic Policy Management Initiative. Government has adopted the Gender and Economic Policy Management Initiative to mainstream gender into macro- economic and finance policy development and implementation, economic planning and economic policy analysis so that policies deliver equally to low income women and men.

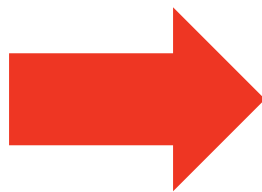
The blue-print focuses on a People-Centred Government that prides itself in promoting equitable development and prosperity for all Zimbabweans, whilst leveraging own resources.

Women's participation in public decision making remains low.

# EMERGING TRENDS

**Urbanisation and Migration:** The promise of jobs and prosperity, among other factors, pulls people to cities. Half of the global population already lives in cities, and by 2050 two-thirds of the world's people are expected to live in urban areas. But in cities two of the most pressing problems facing the world today also come together: poverty and environmental degradation. Poor air and water quality, insufficient water availability, waste-disposal problems, and high energy consumption are exacerbated by the increasing population density and demands of urban environments. Strong city planning will be essential in managing these and other difficulties as the world's urban areas swell. The implementation of the New Urban Agenda and the Sustainable Development Goals will aim for city sustainability, shaping liveability, homes and neighbourhoods. Urgent measures will have to be taken to respond to urbanisation to make cities and human settlements inclusive, safe, resilient and sustainable.

**Economic and Livelihood Trends:** The opening up of the markets in association with the new presidency may bring increased investment and economic opportunities in Zimbabwe, however, the benefits may not reach the poorest. With unofficial inflation figures showing that food prices have gone up between 20 to 100 percent in the past month, the price spikes are weakening havoc in the labour markets by eroding incomes at a time when employers, who are equally struggling, could hardly afford pay rises that can keep up with the rising headline. There are concerns that food price increase may negatively impact small-scale rural business owners, grassroots women entrepreneurs, farmers and co-ops and can cause further depletion of household income. Hence, more children will be dropping out of school and there may be a widespread impact on the nutritional and health status populations, especially in the most marginalised communities. The good news is that there are solutions to poverty by creating jobs, educate women and girls, support micro-financing, including saving and lending schemes, create gender equality, provide access to clean water and sanitation and support education.



## Emerging Trends

**Household Debt** has been shown to be a key factor that can lead to the sale of productive assets, pushing poor households even further into poverty. The majority of loans are taken out to pay for immediate needs such as medical costs, rather than for investment purposes. A third of those in debt had multiple loans which indicates a cycle of indebtedness and impoverishment. Mainstreaming saving and lending schemes in community-based rehabilitation programmes promotes a right to the opportunity to gain a living and creates economic growth.





**Trends Affecting Protection:** Tourism is increasing in Zimbabwe, especially in Victoria Falls, however, it can increase the risk of economic and sexual exploitation, including risks of child sex tourism. The solution is to increase the net benefits from tourism by increasing the participation of communities in managing tourism products. If more tourism can be developed in rural areas, particularly in ways that involve high local participation in decisions and enterprises, then poverty impacts are likely to be enhanced. The nature of rural tourism products, often involving small-scale operations and culturally-based or farm-based products, can be conducive to wide participation. Tourism can also bring a range of other benefits to rural areas, such as infrastructural development and spin-off enterprise opportunities.

**Information Technology & Mobile Phones:** Whilst improved access to technology and the internet can potentially increase protection risks for children, particularly teenagers, it can also open up education and skills building opportunities and increased access to information that is productive and useful. Almost 94% of Zimbabwean's claim to own their own phone, and more than 99% are reachable through some sort of phone. 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.

**Climate Change and the need to adapt:** 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.



# LIST OF ACRONYMS USED

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ACRC	-	African Charter on the Rights and Welfare of the Child
AGM	-	Annual General Meeting
AIDS	-	Acquired Immunodeficiency Syndrome
BEM	-	Boys Empowerment Club
CAMFED	-	Campaign for Female Education
CPC	-	Child Protection Committee
CPP	-	Community Practitioner Platform
CSOs	-	Civil Society Organizations
DIC	-	Drop-in-Centre
FGE	-	Funds for Gender Equality
GEM	-	Girls Empowerment Clubs
HIV	-	Human Immunodeficiency Virus
IEC	-	Information Education and Communication
ILESEA	-	Integrated Learning, Skills and Entrepreneurship Advancement Initiative
ISALS	-	Internal Savings and Lending Schemes
KNH	-	Kindernothilfe
M & E	-	Monitoring and Evaluation
MOU	-	Memorandum of Understanding
MP	-	Member of Parliament
NGO	-	Non-Governmental Organisation
OVC	-	Orphans and Vulnerable Children
PASW	-	Predictive Analytics Software
PSS	-	Psychosocial Support
PVO	-	Private Voluntary Organisation
PWDs	-	People with Disabilities
SDC	-	School Development Committee
SDGs	-	Sustainable Development Goals
SHG	-	Self Help Group
SPSS	-	Statistical Package for Social Sciences
TOT	-	Training of Trainers
UN	-	United Nations
UNCRC	-	United Nations Convention on the Rights of the Child
UTC	-	Urban Thinkers Campus
VFU	-	Victim Friendly Unit
ZRP	-	Zimbabwe Republic Police
ZTA	-	Zimbabwe Tourism Authority

# CONTENTS

1.0	Introduction	1
1.1	Background of Ntengwe	2
1.2	Overview of the Strategic Planning Process	2
2.0	Past Performance Review of Ntengwe	2
2.1	Highlights from the Past 3 Years	2
2.1.1	Governance Review	4
2.1.2	Programmes Review	7
2.1.3	Financial Management Review	9
2.2	Environmental Scan	9
2.2.1	Health	9
2.2.2	Rights	9
2.2.3	Livelihoods	9
2.2.4	Environment	9
2.3	SWOT Analysis of Ntengwe	12
2.4	Stakeholder Analysis	12
3.0	The Ntengwe Strategic Framework	14
3.1	Who is Ntengwe ?	12
3.2	The Spirit of Ntengwe(vision,mission,values)	12
3.2.1	The Ntengwe Vision	14
3.2.2	The Mission	15
3.2.3	The Values	15
3.2.4	Ntengwe's Motto	15
3.3	Achieving & Sustaining Long-term Change	15
3.4	Ntengwe Theory of Change	17
3.5	Priorities for the next 5 years	18
3.6	Strategic Options for Achievement of Desired results	18
3.6.1	Priority 1: Disability Mainstreaming	18
3.6.2	Priority 2: Child Protection	19
3.6.3	Priority 3: HIV &AIDS Mainstreaming	20
3.6.4	Priority 4: Disaster Risk Management	21
3.6.5	Priority 5: Reduce donor funding & dependency	22
3.6.6	Priority 6: Organizational Growth	23
4.0	Resourcing the Ntengwe Strategy	24
4.1	Resourcing Strategies	25
4.2	Risk Analysis & Mitigation	25
4.3	Ntengwe's Positioning – the next 5 years	26
	Annex 1: Ntengwe Monitoring &Evaluation Framework	28

# 1.0 Introduction

## 1.1 Ntengwe Background

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), 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.

Over the last three years, the organization has been incrementally adjusting to new trends and responding to some of the contemporary developmental issues on women's economic empowerment, climate change adaptation, the implementation of the Sustainable Development Goals, the Hyogo Framework and other international frameworks strengthening grassroots women led partnerships for effective localization of the UN 2030 Agenda, response to water provision, organic farming, value addition along certain value chains albeit in a piecemeal manner. The reality is that these changes at the global and national level place Ntengwe for Community Development at crossroads. They call on Ntengwe for Community Development to revisit its strategic framework and to renew the analysis to develop a feasible and visionary blueprint for advancing Ntengwe for Community Development's vision and mandate within this new landscape. The new framework will be accompanied by a theory of change which will comprise all of Ntengwe for Community Development's work.

Ntengwe decided to conduct the revision of its 5-year Strategic Plan for Ntengwe for Community Development by facilitating an in-depth self-assessment, broad stakeholder consultation and environmental analysis to identify the strategic objectives for Ntengwe, as well as approaches to achieve them. The development of the new strategic framework was also informed by the changes in the operating context; the need to review the current plan and hence necessitating the need to position Ntengwe in a national and global space responsive to trends while delivering on its mandate and achieving sustained growth and relevance at local national and regional level. Ntengwe commissioned Symacon Solutions to facilitate its strategic review and planning process. A participatory strategy formulation process for the next five years was done in July through to September 2017 starting with a management review, stakeholder engagements culminating in a 3-day workshop in Binga with Board, management, staff, interns, volunteers and Ntengwe's stakeholders. The following methodological elements were applied:

- A desk review of relevant documents shared was conducted to gather background information on Ntengwe's interventions and performance;
- Involvement of Ntengwe management in reflections on past performance and to take in views and inputs into the next strategy prior to the workshop;
- Community stakeholder engagement in Lupane, Hwange and Binga to gather information necessary to developing the strategic framework;
- be addressed by Ntengwe as Ntengwe's preparatory work particularly focusing on the review of the organisation's programs and it's financing. The information gathered from this exercise was presented by management and validated by participants in the workshop;
- A three-day strategy review and planning workshop was held in Binga;
- A draft strategy was submitted to Ntengwe management for review and further input and approval before Board reviewed the Development of key questions to final document for adoption.



# 2.0 Past performance Review

## 2.1 Highlights from the Past 3 Years

### 2.1.1 Governance Review

#### Board structure:

- The Ntengwe Board is guided by and adheres to the Board Charter/Manual to accomplish Ntengwe's mission and vision.
- The board members have the appropriate skills and expertise to carry out their roles and responsibilities.
- Chairperson is elected by the board members for a set term during the AGM.

#### Management team

Ntengwe is exercising control over the organization through:

- Regulatory Compliance (narrative & financial reports, audits)
- Financial and Management Control of Budgets
- Managing Risk, (risk management policy)
- Operations planning and management in field through field offices

#### Stakeholders

Transparency and Accountability is important for Ntengwe when dealing with the stakeholders

- Communication with stakeholders during program implementation is maintained at different stages of implementation
- Engagement in planning and decision-making with stakeholder & community representatives is a regular feature of Ntengwe's working methods and processes

#### Staff

Ntengwe strives to work effectively by:

- Ensuring every staff member is clear about their roles and responsibilities in the organisation
- Recruitment processes – guided by the recruitment policy and related policies such as the Child Protection Policy standards on Human Resources (board & relevant stakeholders attend job interviews)
- Work is guided by Ntengwe values of:
  - Integrity
  - Honesty
  - Fairness
  - Independence
  - Transparency

**The following governance policies and procedures are in place to provide guidance at all the levels delineated above:**

Policy	Notes & Recommendations for improvement
Finance	It was first issued in 1999 and last reviewed 2015. Policies should be reviewed yearly especially with the cash shortages being faced in Zimbabwe it is a good idea to review the policy and effect changes being implemented in terms of payments and handling cash. The policy was reviewed in 2017 and should be approved and signed by the Board.
Procurement	Procurement policy is part of the Finance policy. The policy has been reviewed and updated in 2017 and should be approved and signed by the Board.
Travel	The manual deals with the basic aspects of travelling procedures and rates to claim when staff members are on Ntengwe trips. It was issued 2015 but it is not stated how often it should be reviewed. Policy was reviewed and updated in 2017, it should be approved and signed by the Board.
Vehicle	The policy is designed to control and manage all Ntengwe vehicles and motorbikes. It was approved in June 2009 and last reviewed 2013 but it is not stated how often it should be reviewed. Policy was reviewed again in 2017 and should be approved and signed by the Board.
Other	Ntengwe identified other policies which it needs to develop to guide its programming and governance. These include Volunteer Policy, revision of Code of Conduct, HR policy, and integration of Child Protection policy into HR policy and Code of Conduct.

### Lessons learnt

- Ntengwe’s board is very committed but requires expertise in areas of resource mobilization, policy formulation, monitoring and evaluation.
- Staff is very dedicated but some staff require training in proposal writing, report writing and social marketing.
- Finance department is understaffed and requires capacity building in sourcing unrestricted funding.
- Ntengwe is part of international networks but requires increased representation in in-country networks.
- Ntengwe needs on-going support and guidance on advocacy to influence decisions that improve women and children’s lives.
- There is a gap in the design of M&E systems, strategy and tools for Ntengwe successfully adopting Results-Based Management, (RBM)
- Underdeveloped strategy to capture Ntengwe’s good practices and needs improved good command over documentation.

## 2.1.2 Programmes Review

Ntengwe operates in Binga, Lupane and Hwange districts of Matabeleland North province. The table below shows what was done under each strategic area:

Key Areas for Strategic Plan (2014-2016)	What was done/Achievements
<p>Solidify and upscale engagement efforts for inclusive child programming and upholding of policies that protect the rights of all children.</p>	<ul style="list-style-type: none"> <li>• <b>Support for the health of children living with disabilities/</b> Consistently ensured access to Rehabilitation and specialist services to 139 children living with disabilities in 5 wards</li> <li>• <b>Inclusive Education for Children with disabilities/</b> introduced the first holistic programme to focus on both education and health in the district to reach 1020 children living with disability</li> <li>• <b>Infrastructure and education support through Block Grants/</b> Win-win solution with 323 children supported to attend school and 24 schools benefitting through infrastructure, furniture and materials</li> <li>• <b>Review and updating of Child Protection Policy and instruments/</b> Updated Child Protection policy used also in recruiting staff - Child Friendly version in Tonga and contributed to the development of a district referral pathway in Tonga</li> <li>• <b>Adopting a Child Rights-Based Approach/</b> Continuously making a difference to thousands of children in Matabeleland North through child protection work. Updated Child Protection Policy sets out strategies to call on everyone – to take action and to engage and invest in Child Protection</li> <li>• <b>School infrastructure development/</b> Constructed 1 block and refurbished 2 blocks at Nsongwa primary school and established a school garden linked to a solar powered borehole</li> </ul>
<p>Build the capacity and networks of youth and women’s groups for active citizenship and self-advocacy in issues that affect their lives</p>	<ul style="list-style-type: none"> <li>• <b>Self Help Group Approach/</b> Established a network of over 60 Self Help Groups in Hwange with over 1000 women working for self-development</li> <li>• <b>Support Groups of Parents/Caregivers of Children with disabilities/</b> 20 functional support groups using the ISAL approach and some groups have been supported by the SMEs Ministry to access funding support</li> <li>• <b>Climate change mitigation and adaptation/</b> 60 Women’s Self Help Groups in Hwange working on resilience building, translation of legislation such as SDGs, the Sendai Framework, The Zimbabwe National Climate Change Response Strategy into Nambya and climate smart practices such as organic farming initiated</li> <li>• <b>Economic Empowerment of Youth through Entrepreneurship/</b> Established youth groups engaged in various SME activities such as welding, bakery, carpentry in Binga, lobbied BRDC for a common workspace design and youth accessing loans from AgriBank</li> <li>• <b>National Lead Partner in the Localization of SDGs/</b> Ntengwe is a lead organization among partners that include Seke Rural and Ray of Hope supported by the HC, chosen by the UN-Habitat to host the New Urban Agenda Thinkers Campus in Victoria Falls in October 2017</li> </ul>



## Key Areas for Strategic Plan (2014-2016)

## What was done/Achievements

Expand programming horizons and respond to felt community needs such as Climate Change, Water and Agricultural Development.

- **Initiation of a Water and Agricultural Development programme** /Established a solar powered sand abstraction in Hwange and linked to a 195m x 130m irrigation garden undertaking organic farming
- **Support Climate Change Mitigation and Adaptation for women** /Ntengwe signed a renewable grant on Climate Change in Hwange running up to 2019
- **Support Inclusivity for Children with disabilities**/Attained funding in 2017 to support inclusive education for children living with disabilities in Binga New Urban Agenda Thinkers Campus in Victoria Falls in October 2017

Strengthen organisational capacity for self-reliance and result oriented programming

- **Establish Strategic Business Units for sustainability**/ Ntengwe has mapped the possible Business units relevant to their region
- **Employ competent staff with relevant experience and degree qualifications**/ Engaged in stakeholder participatory processes that have assembled well qualified personnel
- **Support Staff Development Efforts**/ Have negotiated with funders to finance the capacity /learning of both programme and finance staff
- **Develop both the procedural and operational capacity of the organization**/ Have negotiated an institutional grant to enable strategic, procedural and operational enhancement; Ntengwe will be able to review and formulate policies, managed to purchase 2 new motor bikes as a result and also purchased a state of the art desktop computer

## **Appropriateness of Activities:**

By and Large Ntengwe has been implementing appropriate activities as evidenced by:

- Their relevance and acknowledged impact in the communities Ntengwe serves, for example disability issues and agricultural development
- The widespread support and cooperation with government departments and other partners
- The fit of work being done with International and national frameworks such as the Sustainable Development Goals, the New Urban Agenda and *Zimbabwe* Agenda for Sustainable Socio-Economic Transformation (Zim-Asset)

## **What were we doing which we could do better or differently?**

- Instead of focusing on issues on disability alone with the Rehabilitation Department and Social Welfare Ntengwe can now involve associations of People with Disabilities especially for national level engagement
- Where Ntengwe used to employ without aligning Human Resource standards with Child Protection it can now align these and require finger prints clearances to avoid employing potential abusers
- Ntengwe can also engage more with stakeholders and create implementation partnerships with them to ensure it benefits from their policy and government mandates

## **Value Addition to Ntengwe and its Beneficiaries:**

- Impact and change in the lives of beneficiaries. For instance, education support resulting in literacy and numeracy levels increasing among children. Also life changing operations and the community development role of women's self-help groups as they assist schools and communities.
- The impact above, relevance and consistency of focus issues for example on disability, climate change and agricultural development has leveraged resources, gained Ntengwe lead roles in some programmes and increased its capacity to implement programmes across themes and districts.

## **Challenges faced:**

- Lack of specialist rehabilitation facilities in the districts
- Dearth in Social service provision which also stalls Ntengwe's efforts
- Inadequate funds against greater demand
- Initial resistance from men and communities
- Youth expectations against a harsh economic environment
- Balancing the short termism of projects against the need to retain staff
- Not all funders are willing to support staff development and institutional strengthening initiatives

## Lessons learnt:

- The rights of people with disabilities need persistent focus and inclusion in programming is becoming a key focus area
- Programmes that focus on changing predominant cultures need longer gestation periods
- Responding to Child Protection requires a holistic approach and efforts from different stakeholders
- Interventions need to understand community power relations
- Climate change is real and affecting all districts of operation. It places a heavy burden on women who are mostly the ones involved in food production
- If NGOs want to survive the question of sustainability needs to be addressed
- Qualified staff add value and help in achieving results
- Building the capacity of staff is also critical in fundraising efforts
- The capacity to deliver requires a balance in policies, strategy, resources and staff capacity

## 2.1.3 Financial Management Review

Ntengwe for Community Development has been supported by various funding partners. This is depicted in the tables below:

**Ntengwe Grant Table for 3-year period: 2013 to 2015**

Funding Duration	Project Funder	2013(\$)	2014(\$)	2015(\$)
2013-2015	Integrated OVCs and children living with disability funded by KHN	166,397.00	174,519.97	105,229.01
2013-2015	Funds for Gender Equity (FGE) in Binga District	166,848.12	154,643.68	49,913.13
2013	HIVOS – Creating communities of support in Victoria Falls on prevention of violence against women & girls affected by HIV & AIDS	13,385.88	00	00
2014-2015	Help Group - Hwange District	00	13,213.14	13,158.00
	Drop In Centre Income	00	1,250.00	3,400.00

Source: Ntengwe Financial Records (2013 – 2015)



## Ntengwe Grant Table for the current period: 2016 to 2017

Funding Duration	Project Funder	2016(\$)	2017(\$)
2016-2017	Integrated Response for OVCs -KHN	100,000.00	100,000.00
2016-2017	Irrigation project - VVF	50,000.00	64,000.00
2016-2017	Resilience project	30,000.00	30,000.00
2016-2017	Self Help Group - Hwange District	13,000.00	13,000.00
2017	Binga Child Protection Project		12,028.50
2017	ILESEA Project		141,378.93
2017	Brighter Future project		60,660.00
2017	Lupane Emergency Act Appeal		87,700.00
2017	SONGWA School project	20,000.00	
2016-2017	Drop In Centre Income	2,780.00	960.00

Source: Ntengwe Financial Records (2016 – 2017)

Ntengwe has experienced growth in its funding base over the period. From 5 funding sources during the period 2013 to 2015, Ntengwe grew to 6 sources in 2016 and in 2017 by mid-year it had grown to have a portfolio of 10 funding sources. Significantly this has included own income from the Drop-in Centre showing that there is a potential to generate own income in the Ntengwe operational area. Like with most other CSOs, the nature of funding obtained is short term and it is significant that Ntengwe has been able to secure funding contracts of two years at times.

## 2.2 Environmental Scan

The environmental scan conducted by Ntengwe zeroed in on the four (4) thematic areas which form the core of Ntengwe's programming. The scan obtained the following:

### 2.2.1 Child Protection Care & Development

The New Constitution has ushered in progressive rights for children and Ntengwe views child protection as a top priority. There has also been a massive review and formulation of many legislative provisions for instance, the Children's Bill to align with the new constitution. In response to this, Ntengwe empowers children families, communities and partners to prevent and respond to child abuse, especially for children living with disabilities. Communities are becoming aware of the rights of children including children with disabilities even though child abuse cases including sexual abuse remain very pronounced

However, Ntengwe's Child Protection Approach strengthens capacity and multisectoral collaboration between formal and informal actors to address root causes in order to strengthen the protection of girls and boys from violence.

A systems approach is being used by Ntengwe through strengthening community-led initiatives, building local capacity and working together with children, families and communities to create a protective environment, especially for the most vulnerable, including children with disabilities. Ntengwe leverages lessons learned for local level impact through effective advocacy for policy formulation and implementation. Especially promoting the rights of children to access to education, promoting inclusive education and creating disability child-friendly school environments, this also includes the creation of safe school environments for the girl child. In addition, Ntengwe promotes children's needs for health inputs along with cares and stimulation and nutrition in order to grow and develop to their full potential. However, funding for the Rights, Care and Development of Children with Disabilities remains a big challenge.

### 2.2.2 Health & Education

While Ntengwe was founded as an HIV and AIDS organization, most health issues around HIV and AIDS are being pushed to the background. This may be because HIV and AIDS funding has drastically reduced internationally over the years. In reality though, HIV and AIDS remains a very critical issue. There has been a trend towards addressing development in the context of HIV and AIDS and cross cutting issues for example, Orphans and Vulnerable Children in the context of HIV and AIDS, Women in the Context of HIV, Water and Sanitation in the Context of HIV and AIDS. For Ntengwe and for Binga, HIV and AIDS especially supporting treatment adherence, HIV testing, HIV and Children, access to treatment remain key issues. Generally, health service delivery remains poor. For instance, for children with disabilities, Ntengwe refers to specialist institutions but they do not get adequate attention. Health institutions and new technologies for medical reasons are not easily accessible and affordable for the rural communities Ntengwe serves.

Gender inequality and discrimination against girls mean they are often robbed of their rights to make their own life decisions – from what happens to their bodies, to when and to whom they marry. Teenage pregnancy can rob girls of their potential by ceasing their education and giving them adult responsibilities. Ensuring girls realise their right to sexual and reproductive health, Ntengwe is working with governments to improve and expand sexual health services that respond to the needs of girls and boys.

Further, Ntengwe is committed to addressing the social beliefs and stigmas surrounding menstruation. Together with local governments and schools, Ntengwe trains district health workers, teachers and volunteers, manufacture reusable sanitary pads and teach girls how to manage their periods so they feel confident and stay in school.

All children have a right to an education, yet many children, especially girls and children with disabilities, are denied this right. To address this, Ntengwe supports Block Grants in lieu of school fees, developed Second Chance Education through “school-in-a-bag” to support children in basic numeracy and literacy in preparation of school.

### **2.2.3 Social & Climate Justice (Including Disaster Risk Reduction)**

Gender and Women’s Rights especially their human and economic rights remain an issue that needs serious attention. In spite of the progressive pieces of legislation, domestication remains a challenge as communities are not aware and the legal provisions are not in vernacular hence these provisions are not useful to the people they are meant for as they do not understand them. Ntengwe is calling on governments to show strong commitment and accelerate actions and policies to increase women's access to justice and foster a responsive justice system that advances women's equal rights, opportunity and participation. Ntengwe strengthens women’s access to justice highlighting that justice is the foundation of gender equality and women’s empowerment. Ntengwe works with women-led groups and networks to enable more women to have access to justice and to provide practical guidance on how injustices can be addressed across justice systems more broadly. As well within the context areas of marriage, family and property rights and ending violence against women.

Generally, people’s livelihoods have been destroyed by declining economies and environmental disasters worsening their poverty situations. Climate change has affected rain for agriculture resulting in perennial droughts, food insecurity and increased poverty. Economic recession has been worsening and this has fuelled natural and man-made disasters such as droughts. Demanding climate justice is critical in order to ensure all individuals, especially women and girls, the rights to avoid the negative consequences of climate change and to live prosperous and dignified lives. Women, compared to men, often have limited access to resources, more restricted rights, limited mobility, and a muted voice in shaping decisions and influencing policy. However, Ntengwe has uniquely positioned grassroots women leaders, women groups and networks to be powerful agents of change in responding to climate change impacts and driving innovative solutions at all levels. These women are in the frontline to consult with women’s groups locally and nationally and bring forth their work to influence policy and climate change negotiations. These women participate in several strategy sessions in order to learn effective ways of amplifying their voices and getting their messages across at the international policy level.

Ntengwe’s increasing Community Resilience programme through the advancement of women to address Climate Change is designed to ensure that more women become full, equal partners in, and beneficiaries of, all disaster risk reduction (DRR), climate change adaptation and mitigation efforts, as well as overall sustainable development. Trends are pointing towards mitigation and adaptation through climate smart agriculture, resilience building, water provision for irrigation farming. There is still need to continue responding to emergencies and yet create a clear scope for transitioning communities from short term interventions to sustainable resilience building. Women and Youth have become involved in livelihood activities through Group projects focusing on both traditional and new trades such as Internal Savings and Lending Schemes, the Self-Help Group Approach and through Community Resilience Funding.

## 2.2.4 Economic Empowerment



A major dimension of women’s inequality and dis-empowerment is their relative lack of access to, and ownership of, economic resources in their own right – be this land, property or money. Ntengwe focuses on women’s economic independence to attain real progress towards achieving gender equality, and the empowerment of women and girls.

Many international commitments support women’s economic empowerment, including the Beijing Platform for Action, the Convention on the Elimination of All Forms of Discrimination against Women, the Sustainable Development Goals and a series of international frameworks. Ntengwe supports women’s economic empowerment in line with these, and with the growing body of evidence that shows that gender equality significantly contributes to advancing economies and sustainable development. Ntengwe works with grassroots women organisations and local government and local stakeholders to create lasting impacts so that the social construction of gender, which subordinates women in the family and society can be changed.

Ntengwe is able to offer significant expertise and experiences to support grassroots women-led development to tackle issues of economic empowerment for women. Working with a variety of partners, Ntengwe’s programmes promote women’s ability to secure decent incomes through community-based tourism, arts and crafts, livestock rearing and agriculture, accumulate assets, and influence public policies determining growth and development. Ntengwe’s critical focus involves advocacy, reaching out to women most in need so that more women are able to support their children and families. Particularly marginalized groups include rural women caring for children with disabilities. It is Ntengwe’s aim to help facilitate better access and control over resources, and greater security, including protection from violence.



## 2.3 Ntengwe SWOT Analysis

Strengths	Weakness
<ul style="list-style-type: none"> <li>• Presence/ operating at grassroots</li> <li>• Stakeholder involvement/ working with already existing structures</li> <li>• Inclusive participation</li> <li>• Support from funding partners</li> <li>• Signed MOUs in all operational districts</li> <li>• Unique focal/thematic areas</li> <li>• Existing systems in place</li> <li>• High level of accountability with partners and stakeholders</li> <li>• Qualified and committed staff and board with appropriate skills</li> <li>• Conducting home visits</li> </ul>	<ul style="list-style-type: none"> <li>• Declining economies</li> <li>• Shortage of vehicles for operations</li> <li>• Understaffing especially in the finance department</li> <li>• Limited resources and lack of financial reserves</li> <li>• Limited fundraising capacity among junior staff and board</li> <li>• Limited capacity for documentation among some staff</li> <li>• Lack of an M &amp; E strategy</li> <li>• District representation not balanced in the board</li> <li>• Visibility of the organisation limited in in-country and internationally</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>• Organisational growth</li> <li>• Support from traditional leaders</li> <li>• Support from key stakeholders and good working relations with stakeholders</li> <li>• Access to funding</li> <li>• Ntengwe originates from communities where it operates</li> <li>• Presence in Victoria Falls</li> <li>• Able to market existing work</li> </ul>	<ul style="list-style-type: none"> <li>• Ever-changing rates of international currencies</li> <li>• Unstable economic environment characterised by cash crisis</li> <li>• Natural disasters and climate change</li> <li>• Expansion to other areas could overstretch capacity</li> <li>• Unstable political environment (2018 elections)</li> <li>• Poor road networks</li> <li>• Gender bias/favouring women</li> </ul>

## 2.4 Stakeholder Analysis

Organisation	Which aspect makes them stronger than Ntengwe ?	Which aspect makes Ntengwe stronger ?	What relationship do you have ?
Department of Social Welfare	It is a government arm	Ntengwe has access to resources which complement government efforts	Partner
Ministry of Youth	It is a government arm	Ntengwe has access to resources which complement government efforts	Partner

Organisation	Which aspect makes them stronger than Ntengwe ?	Which aspect makes Ntengwe stronger ?	What relationship do you have ?
Save the Children	It is an international organisation	Ntengwe has access to resources which complement government efforts	Partner
CAMFED	They are paying school fees , sanitary ware, stationery and uniforms for girls only	Ntengwe considers both girls and boys who are vulnerable and is into hardware for instance, infrastructure through Block grants and promote all children's rights and empower support groups, youths and women.	Partner
Basilwizi Trust	Have a fleet of vehicles	Ntengwe is a PVO and has better funding opportunities	Partner
Ministry of Primary and Secondary Education	It is a government arm	Ntengwe has access to resources which complement government efforts	Partner
Ministry of Small and Medium Enterprises	It is a government arm	Ntengwe has access to resources which complement government efforts and is working with youth	Partner
Ministry of Women Affairs Gender and Community Development	It is a government arm	Ntengwe has access to resources which complement government efforts and is working with women, youth and children	Partner

Ministry of Local Government	It is a government arm	Ntengwe has access to resources which complement government efforts	Partner
ZRP	It is a government arm	Ntengwe has access to resources which complement government efforts	Partner
Councils	Superintends over development	Ntengwe has access to resources which complement council efforts	Partner

## 3.0 The Ntengwe Strategic Framework

### 3.1 Ntengwe's Identity/Who is Ntengwe ?

***“A community of activists working with all people in the community to end hunger and poverty by pioneering sustainable grassroots women-led strategies in building stronger communities focusing mainly on children, women and young people in ensuring human rights, gender equality and the integrity of the environment are fulfilled.”***

#### Some key phrases to unpack “a community of activists”:

- people working with people
- a stepping stone/ bridge for the disadvantaged
- transformation agents
- a humanitarian organisation in partnership with all sectors of the society
- a Private Voluntary Organisation

### 3.2 The Spirit of Ntengwe(vision , mission, values)

#### 3.2.1 The Ntengwe Vision

The following vision drives the work of Ntengwe:

***today's resilient communities for a better tomorrow***

In the new strategic plan period, Ntengwe will continuously revisit and reflect on its vision for strategic positioning. Ntengwe commits to sharing a common understanding for its vision because:

- The vision is a guideline to Ntengwe's operations.
- It is a unifier.

## 3.2.2 The Ntengwe Mission

**“we encourage community-led development in support of economic, climate and social justice to end poverty”**

It provides direction and motivates towards a future horizon.

## 3.2.3 Ntengwe Values

In all its conduct, Ntengwe will be guided by the following values:

- ❖ Integrity
- ❖ Honesty
- ❖ Accountability
- ❖ Transparency

## 3.2.4 Ntengwe Motto

***“Child Rights, Gender Equality and Women’s economic empowerment - a prerequisite for sustainable development.”***

**Ntengwe’s guiding principles:**

- Equality for women and girls
- strengthening capacity for self-help
- providing economic opportunity and strive to achieve goals that advances children’s rights

## 3.3 Achieving and Sustaining Long-term Change (Organisational and Programming Shifts)

What can we stop doing?	What must we stop doing?	What must we never stop doing?	What should we start doing?
100% dependence on donor funding	100% donor dependence	Fundraising	Generate independent income (e.g. through livestock farming and community tourism)
Investing admin funds into rentals instead of having own premises	Just talking without implementing	Development work/ serving the communities Moving forward	Associating with business consultants for more ideas/knowledge in business



<b>Implementing different programmes with the same activities targeting the same people in the same operational areas</b>	<b>Double dipping of beneficiaries and reach out to other wards</b>	<b>Expanding</b>	<b>Develop business plans/strategies and implement</b>
Borrowing money from the banks and individuals at high rate of interest	Keeping an Officer in the organisation after the program is finished/ employing people without back up budget	Implementing activities related to child protection and gender equality	Register a strategic business unit(SBU) as company limited by guarantee
Traditional way of doing business	Running many programs using one vehicle	Resource mobilisation to support disadvantaged communities	Set up viable businesses and mobilise more resources
Not fulfilling promises made to communities	Developing proposals that do not support salaries for staff	Giving awareness to people living with disabilities	Capacitating staff members on fundraising strategies
Paying for venues such as the SP workshop venue and utilise the spaces we already have	Relying on borrowed funds and failing to repay	Working closely with communities to remain connected and tailor our interventions to address pertinent issues	Innovation on ideas to grow/expand the organisation
Engaging in emergency response programs	Implementing unplanned projects/ not budgeted for. Doing things haphazardly.	Sharing a common understanding of where we are going	Follow our plans and work according to budgets. Be cost effective.
No finance person must be a signatory to any accounts	Doing things without community and stakeholder involvement	Follow religiously and implement our strategic plan carrying forward the lessons learnt from the past	Valuing our communities and not use them as income generating agents to benefit a few individuals

### 3.3 Achieving and Sustaining Long-term Change (Organisational and Programming Shifts) continued

<b>What can we stop doing?</b>	<b>What must we stop doing?</b>	<b>What must we never stop doing?</b>	<b>What should we start doing?</b>
	Using posters, pamphlets for awareness as they are not environmentally friendly	Engaging more partners and attract more funding	Engage in environmentally conscious practices in each project
	Planning unrealistically	Engaging stakeholders in the recruitment and selection processes	More research and engage in activities that will leave the community independent

Bad manners and attitudes by some officers	Board members to be signatories to all project accounts
	Practising good governance
	Engaging in employee retention strategies
	Capacity development programmes at organisational level
	Aligning our programmes to local, national, regional and international development frameworks

## 3.4 Ntengwe's Theory of Change

### If we:

- Create access to information on legislative provisions and service delivery facilities for people with disabilities (PWDs);
- Raise awareness on all forms and causes of disabilities;
- Create an enabling environment to cope with natural disasters;
- Build the capacity of communities with knowledge, technical and entrepreneurship skills, set up and support SHGs and facilitate involvement of communities in making decisions affecting their lives and,
- Capacitate board and staff on fundraising and resource mobilisation strategies and strengthen networks and partnerships to leverage resources

### We will:

- Advocate for more resource allocation from local authorities and increase coverage of PWD;
- Prevent some forms of disabilities;
- Increase community disaster preparedness and build a resilient community;
- Economically empower communities to be strategically positioned to create and exploit opportunities and,
- Build financial reserves to sustain programming.

## Resulting in:

- Specialised services received by PWDs;
- Reduced number of children with disabilities by 2022/reduced prevalence rate of cerebral palsy;
- Independent communities able to deal with inevitable disasters;
- Self-reliant communities capable of earning income to address their socio-economic issues and,
- Reduced donor dependence and Ntengwe making money to sustain itself.

## 3.5 Priorities for the next 5 years

The following priorities will be pursued in the next 5 years:

- 1) Disability Mainstreaming
- 2) Child Protection
- 3) HIV & AIDS Mainstreaming
- 4) Disaster Risk Management
- 5) Reduction of donor dependence
- 6) Organisational growth and sustainability

## 3.6 Strategic Options for Achievement of Desired Results

### 3.6.1 Priority 1: Disability Mainstreaming

Strategy	Activities	Deliverables
Prevention, Treatment, Care and Support for people with disabilities	<ul style="list-style-type: none"><li>• Provision of assistive devices</li><li>• Training children on the use of assistive devices on partner's advice based on screening and assessment</li><li>• Provision of disability friendly infrastructure</li><li>• Psychosocial support to people and families</li><li>• Provide support for specialist treatment e.g. corrective surgeries</li><li>• Outreach activities on prevention and awareness on disability</li></ul>	<ul style="list-style-type: none"><li>• 100 assistive devices distributed in 5 years</li><li>• 50 trainings focusing on disability conducted in 5 years</li><li>• 250 disability friendly infrastructure provided in 5 years</li><li>• 250 PSS sessions in 5 years</li><li>• 5 people supported for specialist treatment per year</li><li>• 40 Quarterly disability outreach sessions in 5 years</li></ul>

## 3.6.2 Priority 2: Child Protection

Strategy	Activities	Deliverables
<b>Disseminate Child Protection Policy (CPP) and participate in commemorations</b>	<ul style="list-style-type: none"> <li>• Translate the CPP into local languages</li> <li>• Design and produce characters/role models that children can identify with</li> <li>• Promote inclusiveness through tournaments</li> <li>• Promote assertiveness</li> <li>• Create school clubs and promote assertiveness and facilitate PSS</li> <li>• Participate in commemorations such as the Day of the African Child, International Day of the disabled, Women's day and World AIDS Day</li> </ul>	<ul style="list-style-type: none"> <li>• One translated copy of (UNCRC, ACRC, Children's Act, Child Protection Policy), copied and distributed for 3 districts in 5 years</li> <li>• 5 role models produced over 5 years</li> <li>• 3 tournaments per year</li> <li>• 15 school clubs established</li> <li>• 3 commemorations/per year</li> </ul>
<b>Education support through block grant</b>	<ul style="list-style-type: none"> <li>• School fees payment</li> <li>• Provision of stationary for school children</li> <li>• Provision of sanitary wear to disadvantaged girls</li> <li>• Provide school uniforms</li> <li>• Facilitate GEM/BEM clubs and conduct life skills training</li> <li>• Conduct talent shows</li> <li>• Capacity-building of SDCs</li> </ul>	<ul style="list-style-type: none"> <li>• 3000 children's fees paid in 5 years</li> <li>• 10 000 pens and books distributed</li> <li>• 2000 textbooks provided</li> <li>• 1000 girls per year receive sanitary pads</li> <li>• 2500 uniforms provided</li> <li>• 15 GEM/ BEM clubs established</li> <li>• 1 talent shows conducted per year</li> <li>• 35 SDCs capacitated</li> <li>• 1 adult and child led SDC capacitated per school per year</li> </ul>
<b>Create inclusive children's platforms</b>	<ul style="list-style-type: none"> <li>• Capacitate child MPs and child counselors</li> <li>• Train on child protection issues, roles and responsibilities</li> </ul>	<ul style="list-style-type: none"> <li>• 6 MPs and 1 Counsellor capacitated in 5 years</li> </ul>
<b>Create awareness about disability rights</b>	<ul style="list-style-type: none"> <li>• Create children's networks</li> <li>• Create and translate disability rights under child protection issues</li> <li>• Campaign on same (banners, brochures, pamphlets and posters)</li> </ul>	<ul style="list-style-type: none"> <li>• 1 network in each district for 5 years</li> </ul>



Outreach	<ul style="list-style-type: none"> <li>• Rehabilitation</li> <li>• Referrals to treatment</li> <li>• Assistive devices for independent living</li> <li>• Training caregivers in caring practices</li> </ul>	<ul style="list-style-type: none"> <li>• Rehabilitation services offered to 2000 PWDs in 5 years</li> <li>• 2000 PWD reached in 5 years</li> <li>• 250 Caregivers trainings, including refresher trainings conducted over 5 years</li> </ul>
Creation of mother/caregivers support groups	<ul style="list-style-type: none"> <li>• Strengthening mothers/caregivers coping mechanisms</li> </ul>	<ul style="list-style-type: none"> <li>• 150 support groups strengthened</li> </ul>
Case management	<ul style="list-style-type: none"> <li>• Monthly outreaches with VFU and SW to do case follow ups</li> <li>• Refresher courses with CPCs (both child and adult led)</li> <li>• Referrals and child participation</li> </ul>	<p>1 outreaches per month, 3 per quarter, 12 outreaches per year</p> <p>2 refresher trainings per year</p> <p>No of cases reported per month by adults and No cases reported by children per month</p>
Advocacy campaign on child marriage	<ul style="list-style-type: none"> <li>• Translate relevant laws regarding child marriages</li> <li>• Produce case studies of child marriages</li> <li>• Engagement of community and opinion leaders on child marriages (Community Practitioners Platforms including children's participation e.g. Junior Parliamentarians, Children's Clubs)</li> </ul>	<p>3 districts reached in 5 years</p> <p>1 copy translated in each district &amp; 10000 copies disseminated to each district</p> <p>70 CPPs engaged and others</p> <p>No of case studies documented per year on child marriages</p> <p>5 radio broadcastings in local languages in 5 years</p>

### 3.6.3 Priority 3: HIV & AIDS Mainstreaming

Strategy	Activities	Deliverables
Create awareness in hot spot areas	<ul style="list-style-type: none"> <li>• Conduct Sexual Reproductive Health Campaigns through: <ul style="list-style-type: none"> <li>• Workshops</li> <li>• Sports galas</li> </ul> </li> <li>• Distribution of IEC materials (flyers, posters, T-shirts, hats, banners)</li> </ul>	<ul style="list-style-type: none"> <li>• 20000 people reached</li> <li>• 30 sports galas held</li> <li>• 250 workshops done (mainstreaming HIV and AIDS) in 5 years</li> </ul>

### 3.6.4 Priority 4: Disaster Risk Management

Strategy	Activities	Deliverables
Create awareness	<ul style="list-style-type: none"> <li>Producing and distributing IEC materials (flyers, posters, T-shirts, hats, banners)</li> </ul>	<ul style="list-style-type: none"> <li>10000 materials produced per year</li> </ul>
Localization of acts and climate change policies (local and international)	<ul style="list-style-type: none"> <li>Simplify and translate acts and policies (Hyogo framework, Sendai, Sustainable Development Goals (SDGs), Zimbabwe Climate Change response, New Urban Agenda)</li> </ul>	<ul style="list-style-type: none"> <li>5 acts and policies simplified and translated into local languages</li> </ul>
Establish Community Practitioner Platforms	<ul style="list-style-type: none"> <li>Training women to be in leadership positions</li> <li>Distribution of Acts and Policies through Community Practitioner Platforms</li> </ul>	<ul style="list-style-type: none"> <li>300 women leaders in 5 years</li> <li>3<sup>rd</sup> year expand to other districts</li> </ul>
Resilience building to climate change	<ul style="list-style-type: none"> <li>Community mapping</li> <li>TOT/Peers</li> <li>Urban Thinkers Campus (UTC)</li> <li>Training women in adaptation strategies               <ul style="list-style-type: none"> <li>Organic farming</li> <li>Value chain addition</li> <li>Climate and smart farming</li> <li>Fuel efficient stoves</li> <li>Biogas</li> <li>Tree planting</li> <li>Recycling</li> <li>Making cobra</li> <li>Refresher trainings</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Community mapping report</li> <li>100/district</li> <li>+3000 in 5 years.</li> <li>No of refresher trainings</li> </ul>
Diversify Livelihoods	<ul style="list-style-type: none"> <li>SHGS (establish, capacitate through training)</li> <li>Community based tourism               <ul style="list-style-type: none"> <li>Make art (recycled)</li> </ul> </li> <li>Honey production</li> <li>Build with plastic               <ul style="list-style-type: none"> <li>Sustainable bricks, homes</li> </ul> </li> <li>Business skills training</li> <li>Train youth on production and selling of bottled water</li> </ul>	<p>150 groups established throughout 5 years</p> <p>Graduate to cluster level, associations and federations (1 federation per district, 8 associations per district)</p> <p>50 business enterprises supported</p> <p>Inclusive tourism in Victoria Falls, Lupane and Binga</p>
Organize 1 explore/district/year	<ul style="list-style-type: none"> <li>Create market linkages for youth nationally</li> <li>Create value chain addition</li> <li>Training in production and manufacturing of natural resources/products e.g. Wild fruits</li> </ul>	<ul style="list-style-type: none"> <li>3 market linkages</li> <li>150 groups trained</li> </ul>

### 3.6.5 Priority 5: Reduce Donor Funding

Strategy	Activities	Deliverables
Cost recovery (install service delivery infrastructure at the DIC and charge for services)	<ul style="list-style-type: none"> <li>• Develop infrastructure</li> <li>• Market the infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>• 1 block of 10 rooms and 2 beds each constructed over 5 years</li> <li>• Website posts, brochures, posters, flyers also printed in vernacular</li> </ul>
Poultry and goats projects	<ul style="list-style-type: none"> <li>• Rearing of chickens and registration of the project</li> <li>• Establish fowl runs with a carrying capacity of 100 chickens each per group</li> <li>• Market research</li> <li>• Establish market linkages for chicken</li> <li>• Selling of chickens and restocking</li> </ul>	<ul style="list-style-type: none"> <li>• 20000 chickens in 5 years</li> <li>• Registration document</li> <li>• Fowl run at the DIC</li> <li>• Fowl runs per project site</li> <li>• Market research reports</li> <li>• 20 market linkages established</li> <li>• 20000 chickens sold and restocked in 5 years</li> </ul>
Establish eco-tourism in Binga and Victoria Falls	<ul style="list-style-type: none"> <li>• Register with Zimbabwe Tourism Authority (ZTA)</li> <li>• Market survey in Binga and Victoria Falls</li> <li>• Community involvement in traditional performances</li> <li>• Business planning</li> </ul>	<ul style="list-style-type: none"> <li>• Established eco-tourism routes and structures in Binga and Victoria Falls</li> <li>• Market survey report</li> <li>• 3 traditional performances</li> <li>• Business plans</li> </ul>
Business unit registration	Registration of business entity/unit	<ul style="list-style-type: none"> <li>• Registration document</li> </ul>

### 3.6.6 Priority 6: Organizational Growth

Strategy	Activities	Deliverables
Awareness campaigns	<p>Training community leaders on decision making and planning through the CPPs</p> <p>Community leaders cascade the information to communities</p> <p>Follow ups to the communities</p>	<p>70 community leaders trained/ capacitated on decision making</p> <p>Community involvement in the needs assessment, planning and decision making</p>
Visibility	<p>Recruit a part-time representative in Harare to attend occasional meetings &amp; represent Ntengwe at strategic meetings/conferences/platforms</p>	<p>1 part-time representative hired</p> <p>Terms of Reference for the Representative</p>
Involve partners in Ntengwe activities	<ul style="list-style-type: none"> <li>• Constant dialogue and consultative meetings with stakeholders and partners</li> </ul>	<ul style="list-style-type: none"> <li>• Support from partners and stakeholders</li> <li>• 2 consultative meetings per year</li> </ul>
Establish relations with district authorities and partners in new areas	<ul style="list-style-type: none"> <li>• Needs assessment through baseline surveys in new areas and Binga</li> <li>• Dialogue meetings with partners and authorities</li> </ul>	<ul style="list-style-type: none"> <li>• 1 baseline survey per district</li> <li>• Approved documentation of operation and key areas of needs</li> <li>• MOUs</li> </ul>
Construction of Ntengwe offices in Binga and resource centers in the communities	<ul style="list-style-type: none"> <li>• Acquisition of land for office construction</li> <li>• Resource mobilization for building offices and centers in year 2</li> <li>• Actual construction of offices</li> </ul>	<ul style="list-style-type: none"> <li>• Acquired land and approved for building</li> <li>• Virtual resource centers created in all wards</li> <li>• Adequate resources gathered for offices</li> <li>• 1 office constructed</li> </ul>
Organizational restructuring	<ul style="list-style-type: none"> <li>• Develop Organisation structure to implement the strategy</li> <li>• Conduct human resources capacity assessment and rationalization</li> <li>• Develop organizational policies in identified priority areas</li> </ul>	<ul style="list-style-type: none"> <li>• New/ revised structure in place</li> <li>• New posts identified and filled in/ irrelevant posts abolished/ capacity development in response to staff capacity assessment</li> <li>• 5 new policies developed/integrated, integrate child protection policy into code of conduct and HR policy volunteer policy, risk management policy, and disability inclusion policy)</li> </ul>



## 4.0 Resourcing the Ntengwe Strategy

### 4.1 Resourcing Strategies

The following were identified as the major resources and capacities required for the implementation of the Ntengwe Strategy 2018 to 2022:

The Ntengwe Management team will carry out detailed costing of the requirements for strategy implementation guided by these identified resource requirements. Such costing will lead to the production of the Five Year Budget for implementation of this strategy.

#### Apparatus for good governance:

- Organisational policies
- Competent board
- Sound and strategic relationships with authorities and partners (core programming and business partnerships)

#### Human Resources:

- Legal Representatives
- M&E officer
- Business consultant expertise for advice
- Training of staff and board members
- Skilled/qualified and committed personnel
- Motivational personnel
- Capacitated board

#### Financial resources for running planned programme activities and meeting operating costs:

- Start-up capital to finance the refurbishment of the Drop-In-Centre
- Training in fundraising and resource mobilisation skills
- Expert advice/business consultancy for new projects such as ecotourism
- Business plan

#### Invest in new infrastructure and equipment

- Build offices
- Refurbish Drop-In-Centre
- Establish base locations in the wards
- More vehicles/ reliable vehicles
- Off-road vehicles like land cruisers

## 4.1 Resourcing Strategies Continued

### ICT infrastructure

- Networking
- More computers
- SPSS/PASW software

The Ntengwe Management team will carry out detailed costing of the requirements for strategy implementation guided by these identified resource requirements. Such costing will lead to the production of the Five Year Budget for implementation of this strategy.

## 4.2 Risk Analysis & Mitigation


The Ntengwe Strategy 2018 to 2022 is faced with a number of risks that could derail its implementation with the overarching being lack of requisite financial and human resources. The following risks have been identified and mitigation measures proposed:

Risk Identified	Mitigation Measures
<b>Financial risk</b> <ul style="list-style-type: none"> <li>• Inadequate funding/lack of resources</li> <li>• Mismanagement of funds</li> <li>• Donor dependence</li> <li>• Economic instability and cash crisis</li> <li>• Implementing new projects without full costing to establish what it takes for Ntengwe to implement identified economic empowerment programmes</li> </ul>	<ul style="list-style-type: none"> <li>• Intensify fundraising efforts and this must be guided by clear statements of needs</li> <li>• Tighten financial management systems to ensure transparency, accountability and compliance</li> <li>• Adopt new e-banking technologies</li> <li>• Develop investment plans and build strategic business units</li> <li>• Create a reserve for the organisation</li> <li>• Ntengwe to adopt a full-cost budgeting policy for all new projects</li> </ul>
<b>Programming Risk</b> <ul style="list-style-type: none"> <li>• Spreading to other areas</li> <li>• Stagnancy/ plans for expansion not picked up</li> <li>• Poor stakeholder relations resulting in lack of support</li> <li>• Political instability due to upcoming 2018 elections affecting programming and Ntengwe being misconstrued</li> </ul>	<ul style="list-style-type: none"> <li>• Develop a growth management strategy</li> <li>• Set up structures and terms of references to manage that growth</li> <li>• Deliberate efforts on relationship management (mapping and strategy)</li> <li>• Stakeholder involvement and be articulate and very transparent to avoid being misinterpreted</li> </ul>
<b>Governance Risk</b> <ul style="list-style-type: none"> <li>• Losing competent staff</li> <li>• Absence of a succession plan</li> <li>• Operationalising the PVO status</li> <li>• Visibility of Ntengwe</li> </ul>	<ul style="list-style-type: none"> <li>• Develop and implement staff retention strategies</li> <li>• Develop a succession plan and implement in the first half of the new Strategic Plan</li> <li>• Develop a membership engagement strategy and a Conflict of Interest policy</li> <li>• Invest more in social marketing and documentation</li> </ul>
<b>Disasters</b> <ul style="list-style-type: none"> <li>• Climate change leading to destruction of offices</li> <li>• Diseases for livestock</li> </ul>	<ul style="list-style-type: none"> <li>• Establish strategic alliances with expert partners in mainstreaming resilience and disaster preparedness in Ntengwe strategy implementation at all levels</li> </ul>

## 4.3 Ntengwe's Positioning – the next 5 years

Having scanned the socio-economic and political landscape, Ntengwe positions itself as a self-reliant organization driving communities in its operational areas to self-sustenance. The success of this strategy therefore hinges on:

- the attraction and retention of the necessary expertise and
- buy-in of the board to drive the new business model at institutional and community level (business development using the ISAL and Self Help Group approaches);
- the attraction and retention of strategic funding partners who provide not only programming support but institutional support as well;
- the effective engagement of local authorities and government i.e. relevant line ministries and,
- the engagement of business partners, including private sector companies in key areas to mobilize resources and form strategic investments to sustain the growth of the organisation.



**Child Rights, Gender Equality and Women's Economic Empowerment - a Pre-Requisite for Sustainable Development**

**OUR FOUR PILLARS OF SERVICE**



**SOCIAL & CLIMATE JUSTICE**



**CHILD PROTECTION CARE & DEVELOPMENT**



**ECONOMIC EMPOWERMENT**



**HEALTH & EDUCATION**

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## Annex 1: Ntengwe Monitoring & Evaluation Framework for SP 2018 – 2022

					Monitoring		Evaluation	
	Performance Indicator	Unit	Precise indicator Definition	Targets	Monitoring data sources & Frequency of Collection	Responsible and Time frame	Responsibility	Stakeholders responsible
<b>Goal: Today's resilient communities for a better tomorrow in which community-led development supports economic and social justice to end poverty.</b>								
<b>Objective 1: To Reduce number of children with disabilities by 2022</b>								
<b>Structural level :</b>								
Screening and assessment of children in need of assistive devices	-Number of assessments and screenings done -Number of children assessed and screened. -Number of referrals -Number of children in need of assessment	number	Assessment reports by partners and medical centres detailing numbers assessed, results of assessment and recommended action	Quarterly (x4 per year) assessment reports for medical centres and termly (x3 per year) from district education officers	-Reports from MoPSE at District level on a termly basis. -Reports from MoHCC (Rehab Department on quarterly basis) -Reports from Ntengwe Officers on a monthly basis	DSI/DMO/Ntengwe every month, quarter and term from 2018 to 2022	-All project staff -Management -Board members	-District Administrator -Rural District Council – Social Services -President's Office -Board members -Ministry of Health and Child Care-Rehabilitation Department
Advocate for more resource allocation from local authorities to increase coverage of PWDs	-Amount of resources allocated to PWD by local authorities. -Number of PWDs assisted with resources by local authorities.	amount	Percentage of budget allocated to assessment and response to the needs of PWDs in all three districts	Annual allocation to cover every ward for assessments/annual allocation for response to all cases	District council budgets for education and health / annually	Ntengwe / Ward Councillors/ Council Treasurer	-All project staff -Management -Board members	District Administrator -Rural District Council – Social Services -President's Office -Board members Ministry of Health and Child Care-Rehabilitation Department -Councillors



Process level									
Provision of assistive devices and training children on the use of assistive devices	-Number of children provided with assistive devices -Number of trainings done on the use of assistive devices -Number of children who are able to use the assistive devices	Number	Number of children with disabilities receiving support and presence of a data base	All children living with disabilities accessing support and presence of up to date data base	Village Health workers, Child Protection Committees per month	Ntengwe/ Rehab on a monthly basis	-Ntengwe (project staff and management) -Board members	-MoHCC – Rehabilitation Department -Social Services – RDC.	Quarterly
Disability friendly infrastructure provided	-Number of schools provided with disability friendly infrastructures. -Number of homes provided with disability friendly infrastructures	Number, sex	Ramps and disability friendly toilets for access to facilities at schools and homes	All schools and homesteads have disability friendly infrastructure	Village Health workers, Child Protection Committees per month	Ntengwe/ Rehab on a monthly basis	-Ntengwe (project staff and management) -Board members	MoHCC – Rehabilitation Department -Social Services – RDC	Quarterly
Psychosocial support to people and families of PWDs.	-Number of PSS sessions held with individuals, children and families -Number of individuals, children and families benefitting from PSS sessions.	Number, category	Number of PSS sessions conducted and the topics covered and number and profile of attendees	All PWDs and their families are benefitting from PSS sessions.	Village Health workers, Child Protection Committees per month	Ntengwe/ Rehab on a monthly basis	Ntengwe (project staff and management) -Board members	MoHCC – Rehabilitation Department -Social Services – RDC	Quarterly
Provide support for specialist treatment	-Number of children/ PWDs supported for specialist treatment. -Number of successfully treated cases.	Number	Number of children and PWDs who supported with specialist treatment and their cases are successfully dealt with.	All CWDs and PWDs who need support for specialist treatment are supported.	Village Health workers, Child Protection Committees per month	Ntengwe/ Rehab on a monthly basis	Ntengwe (project staff and management) -Board members	MoHCC – Rehabilitation Department -Social Services – RDC	-Quarterly
Outreach activities on prevention and awareness on disability	-Number of outreach activities done -Number of people equipped with knowledge on prevention of disability. -Number of people aware of the causes of disability	Number	Outreaches are done to increase awareness and get rid of ways that cause disability	All people are equipped with knowledge on the prevention and causes of disability	Rehabilitation reports -Village health workers -Child protection committees (monthly reports)	Rehabilitation department whenever an outreach is done. -Ntengwe	Ntengwe (project staff and management) -Board members	MoHCC – Rehabilitation Department -Social Services – RDC	Quarterly
<b>Outcome level:</b>									
Preventable forms of disabilities are prevented	-Number of children born with cerebral palsy -Number of children born with any other type of disability	Number , category	Forms of disabilities that can be prevented should be prevented through the awareness raising to build knowledge.	There is reduced number of children born with disabilities that can be prevented	Rehabilitation reports -Village health workers -Child protection committees (monthly reports)	Rehabilitation department -Ntengwe	Ntengwe (project staff and management) -Board members	MoHCC – Rehabilitation Department -Social Services – RDC	Quarterly
Specialised services are received by PWD's	-Number of specialised services offered to PWDs. -Number of PWDs benefitting from the specialized services	Number, category	Specialized services are offered to PWDs and they benefit from them.	PWDs benefitting from specialized services being offered to them	Rehabilitation reports -Village health workers -Child protection committees (monthly reports)	Rehabilitation department -Ntengwe	Ntengwe (project staff and management) -Board members	MoHCC – Rehabilitation Department -Social Services – RDC	-Quarterly

## Objective 2: To ensure children's Rights are promoted and protected (Child Protection)

### Structural level :

Translating child protection policy into local languages	-The CPP translated into local languages -Number of copies distributed -Number of people with knowledge on the CPP	number	The indicator seeks to measure if the CPP was translated, how many copies were distributed and how many people now know the CPP	All the people in the wards of operation are aware of the CPP.	-Activity reports, monthly reports by Ntengwe on a monthly basis	All project staff. -Management -Board members monthly	Management Project Officer	Department of social welfare -Social Services – rural District Council -Other organizations into Child protection
Capacitating school development committees on children's rights and disability mainstreaming	Number of SDC's strengthened/ advocacy initiatives jointly planned	number	The indicator measures the number of SDCs created and the level of engagement with SDCs in the best interests of the child	All SDCs are aware of child rights and disability mainstreaming.	-Activity reports, - Reports by Ntengwe on basis termly basis	All project staff. On a monthly basis	Management Project Officer	-Ministry of Primary and Secondary Education (MoPSE) -Social Services - RDC
Translate relevant laws regarding child marriages	Number of laws translated -Number of people receiving the translated version -Number of people using the information from translated version	number	Number of laws translated and disseminated	People now have full information on the laws child marriages.	-Translated version of the laws on child marriages.	All project staff on a monthly basis	Management Project Officer	DA's office -RDC – social Services -DSW
<b>Process level</b>								
Participate in commemorations	Number of commemorations participated in/hosted.	Number	The indicator counts the number of commemorations Ntengwe participates in per year (Day of the African Child, International Day of the Disabled, Women's Day and World AIDS Day)	The organization has to attend to all commemorations in the district.	Progress reports -Activity reports	Project staff on a monthly basis	-Project Officer -Management -Board members	- DA's office -RDC – social services
Provide education support through block grant	-Number of children supported disaggregated by gender -Number of schools benefiting	number	This indicator looks at the number of children supported with school fees, stationery, text books, sanitary wear and uniforms and the schools benefiting thereof.	All schools in the wards of operation	-Activity reports -Progress reports	-Project staff on a monthly basis.	- All project staff -Management -Board members	DA's office -RDC – social services -MoPSE
Create children's inclusive platforms or networks and capacitate them on child protection issues, roles and responsibilities	-Number of children's platforms set up and capacitated -Number of children reporting increased knowledge in terms of child protection issues	number, sex, type	Looks at the number of children trained and children taking up child protection responsibilities. This involves looking at the number of Child MP's, Child Counsellors capacitated with child protection issues.	All children in the wards of operation are capacitated.	-Ntengwe on a monthly basis -Child Protection Committees monthly reports	All project staff every month	All project staff -Management -Board members	Department of social welfare -Social Services –rural District Council -Other organizations into Child protection

Share translated disability rights through children's platforms	Number of children accessing disability rights information	number	Number of children's platforms/ network sessions conducted	Every month children forum have a meeting	-Ntengwe -CPCs on monthly basis	Project staff every month	All project staff -Management -Board members	Department of social welfare -Social Services –rural District Council -Other organizations into Child protection
Provide care to children with disabilities through rehabilitation tonics and coping and caring mechanisms	-Number of parents of CWDs/PWDs reached out to with coping and caring mechanisms and rehabilitation tonics. -Number of children supported with rehabilitation tonics and coping and caring mechanisms	Number, sex, type	This indicator looks at the number of children provided with care and support by their parents who have been trained on rehabilitation tonics and coping and caring mechanisms.	All CWDs/PWDs have to be reached out	Rehabilitation reports -Activity reports	-Ntengwe -Department of Rehabilitation	-All project staff -Management -Board members	-MoHCC – Rehabilitation Department -Social Welfare
Creation of mother support groups to provide children with counseling	Number of support groups created -Number of children counseled -Number of children benefitting from the counseling	Number	Indicator looks at number of support groups created and the support they are giving to children and how it is benefitting the children.	All children in the wards of operation	-Support groups reports -Activity reports on a monthly basis -Monthly reports	-Ntengwe - Support group members	-All project staff -Management -Board members	-Social Welfare -Other organizations into child protection
Establish rehabilitation centres in clinics	-Number of rehabilitation centres established -Number of PWDs/CWDs benefitting from the rehabilitation centres	number	number of rehabilitation centres and people benefitting from the services provided	All PWDs/CWDs are supposed to benefit from the centres	-Activity reports -Progress reports from clinics	-Ntengwe -Rehabilitation Department	-All project staff -Management -Board members	-Social welfare -Rehabilitation Department. -Other organization into disability issues
Train nurses on rehabilitation services	-Number of nurses trained -Number of nurses providing the rehabilitation services -Number of PWDs/CWDs accessing the services	Number	This indicator looks at the number of rehabilitation trainings conducted, number of nurses trained and the number of children accessing the services	All PWDs/CWDs have to access services -All nurses in Rural Health Centres have to be trained. -Training have to be done a quarterly basis	-Activity reports -Training reports from Rehab -Progress reports from nurses per Rural Health Centre	-Ntengwe -Rehabilitation department every month	All project staff -Management -Board members	Social welfare -Rehabilitation Department. -Other organization into disability issues
Conduct monthly outreaches with VFU and Social Welfare on case management	-Number of outreaches done -Number of people reached out -Number of people reporting increased knowledge, and a positive change in attitude and practices	Number	Indicator looks at number of outreaches done, people reached out and the results of the outreach	All people in the wards of operation have to be reached out to.	-Activity reports Reports from VFU and Social Welfare	-Project staff every month -Reports from VFU and Social Welfare	-Ntengwe	-Social Welfare -VFU
Conduct campaigns on child marriages	number of campaigns done -Number of people reached out -Number of people reporting a positive change in attitudes and practices	number,	number of campaigns conducted, people reached out to and number of people benefiting from the campaign and in what way?	All people in the wards of operation have to be reached out to.	Activity reports Reports from VFU and Social Welfare	Project staff every month -Reports from VFU and Social Welfare	Ntengwe	Social Welfare -VFU
create community practitioner platforms as advocacy platforms against child marriages	number of CPPs established and engaged -Number of advocacy issues successfully dealt with by CPP	Number	Number of CPPs establishes and number of advocacy issues successfully pursued	All people in the wards of operation have to be reached out to	-Activity reports -Reports from CPP Reports Social welfare on numbers of early marriages per month	-Ntengwe	Ntengwe	-Social welfare -VFU -Community Practitioner Platform

Outcome level								
Children with disabilities receive specialised care and treatment	number of children accessing specialised care and support	number, sex, age	This indicator measures the accessibility of specialised care and treatment by children with disabilities	All CWDs have to be reached out in all the wards of operation	-activity reports -Reports from Rehab	-Ntengwe	All Project staff -Management	Rehab Department -social welfare
Children assertive in issues that affect them	children participating in planning and decision making	number, type	The number of children and type of planning and decision making they are being involved in.	All children in the wards of operation	-Activity reports -Monthly reports -Reports from mobilisers or CPCs	Ntengwe	All project staff -Management	Social welfare -Other organizations into child protection -Community leadership -CPCs
Reduced prevalence of child marriages	child marriage campaigns adopted by community leaders and children themselves	%	measures reduction in child marriage prevalence	All children in the wards of operation	Activity reports -Monthly reports -Reports from mobilisers or CPCs	Ntengwe	All Project staff -Management	Social welfare -Other organizations into child protection -Community leadership -CPCs
<b>Objective 3: to reduce HIV/AIDS prevalence in Hot Spot areas through HIV mainstreaming</b>								
<b>Process level</b>								
Conducting SRHR campaigns in hot spot areas	number of SRHR campaigns conducted	number	Number of awareness campaigns conducted in target areas per quarter/ year.	All people living in the hot spot areas	-Activity reports -Monthly reports -Reports from Youth Friendly	-Ntengwe -Youth friendly	-All project staff -Management	Social welfare -Other organizations into child protection -Community leadership -CPCs
Monitoring and documentation of HIV infection cases in Health centres	Number of new infections recorded in target areas collected by health institutions	number	It measures the number of recorded new infections so as to show the change.	All people who are tested and are positive	-Activity reports -Monthly reports from health centres	Ntengwe -Health centres	All project staff -Management	O.I Department – MoHCC -National AIDS Council

<b>Outcome level:</b>								
HIV/AIDS prevalence reduced in hot spot areas	-Proportion of target population who have access to Sexual Reproductive Health and Rights information -Number of people reporting a change in behavior	number, %	This indicator measures the proportion of people in hot spot areas who have access to and exercise Sexual Reproductive Health rights.	All people living in the hot spot area	-Activity reports - Monthly reports from health centres	Ntengwe -Health centres	All project staff -Management	O.I Department – MoHCC -National AIDS Council
<b>Objective 4: Independent Communities able to deal with inevitable disasters</b>								
<b>Sub- objective 1: To build Community Disaster Preparedness</b>								
<b>Structural level</b>								
Localise acts and climate change policies	-legislation simplified and translated into local languages. -number of people reached out with the policies	number	number of acts and policies simplified and translated and shared	Community leadership in the wards of operation	-Activity reports -Reports from leaders on a monthly basis	Ntengwe on a monthly basis	All project staff -Management	-EMA -All other organizations into Civil protection -Community leadership
<b>Process level</b>								
create awareness on climate change	IEC production and distribution -Number of people reporting increased knowledge on climate change	number, type	Count of IEC materials produced and disseminated	All people in the wards of operation	-Activity reports -Recipient registers of IECs	-Ntengwe on a monthly basis	-All project staff -Management	EMA -All other organizations into Civil protection -Community leadership
create women's networks	Number of women networks created per district	number	Count of women's networks created and number of women participating in the networks	All women in the wards of operation	-Activity reports -Monthly reports -Monthly reports from women networks	Ntengwe on a monthly basis	-All project staff -Management	EMA -All other organizations into Civil protection -Community leadership
Distribute acts and policies through women's networks	Policies and acts distributed	number	This indicator measures number of people reached by the policies and acts distributed	All people in the wards of operation	-Activity reports -Monthly reports -Monthly reports from women networks Distribution register	Ntengwe on a monthly basis	-All project staff -Management	EMA -All other organizations into Civil protection -Community leadership
Train women to be in leadership positions	number of women trained in leadership	number	number of women taking up leadership positions	All women in wards of operation	Activity reports -Monthly reports -Monthly reports from women networks Distribution register	Ntengwe on a monthly basis	-All project staff -Management	Ministry of youth and women -all other organizations into women empowerment
Resilience building to climate change through training women in adaptation strategies using the TOT approach	number of women trained in adaptation strategies	number	number of TOTs trained and number of women trained by TOTs	All women in the wards of operation	-Activity reports -Monthly reports	Ntengwe on a monthly basis	-All project staff -Management	-EMA -Ministry of Youth and Women



Sub-objective 2 : Self- reliant communities capable of earning income to address their socio-economic issues								
Process level								
Establish a Vocational Training Centre for the youths	-a VTC established offering training in different trade areas -Number of youths receiving training	number	This indicator measures the number of trade areas being trained by the VTC and the number of people trained at the VTC	All youths in the wards of operations	-activity reports -Monthly reports -Reports from Ministry of Youth and Women	Ntengwe on a monthly basis	-All project staff -Management	-Ministry of Youth and women -Social welfare
establish and build the capacity of Self Help Groups	number of SHG's established and trained -Number of people benefiting in whatever form from the SHGs	number	count of SHG's created and number of trainings conducted per SHG and number of people benefitting in whatever form from the SHGs	All women in the wards of operation	activity reports -Monthly reports -Reports from Ministry of Youth and Women And Ministry of SMEs	Ntengwe on a monthly basis	All project staff -Management	Ministry of Youth and women -Social welfare -Ministry of SMEs
Offer business skills training to the youths on various identified project interventions i.e. bottled water production, production and manufacturing of natural resources, honey making, carpentry, leather making, electronics	Number of individuals trained	Number, sex, type	This indicators measures the number of people trained on business aspects	All youths in the wards of operation	activity reports -Monthly reports -Reports from Ministry of Youth and Women And Ministry of SMEs	Ntengwe on a monthly basis	-All project staff -Management	Ministry of Youth and women -Social welfare -Ministry of SMEs
create market linkages for youth	Number of market linkages created nationally and globally	Number	number of linkages created	All youth groups into income generating projects	activity reports -Monthly reports -Reports from Ministry of Youth and Women And Ministry of SMEs	- Ntengwe on a monthly basis	-All project staff -Management	Ministry of Youth and women -Social welfare -Ministry of SMEs
community based tourism in Binga and Victoria Falls	Income generated from community tourism -Number of people benefitting from the income	number	Number of community members participating and income channeled to communities	All youth and women in the wards of operation	-Reports from groups -Activity reports -Monthly reports	-Ntengwe on a monthly basis	All project staff -Management	-Ministry of SMEs -Tourism authority in Zimbabwe -Community leadership
Outcome level								
enhanced access to socio-economic rights by communities	Proportion of target communities reporting enhanced access to economic rights	Number, %, type	the percentage of target population reporting enhanced access to economic rights	All community members in the wards of operation	-Activity reports -Monthly reports	Ntengwe on a monthly basis	-All project staff -Management	Ministry of SMEs -Tourism authority in Zimbabwe -Community leadership

Objective 5: To reduce donor dependence & Ntengwe making money to sustain itself								
Sub-objective 1: To reduce donor dependence								
Structural level								
registration of the community goats and poultry projects	registration document		the indicator looks at the availability of the registration document to legalise the projects	All groups into livestock projects	-Registration documents	Ntengwe on a monthly basis	All project staff -Management	Veterinary Department -Community leadership Ministry of SMEs
register eco-tourism with ZTA	registration document		this indicator looks at the established eco-tourism routes and structures in Binga and Victoria Falls	All groups into eco-tourism	Registration documents	Ntengwe on a monthly basis	-All project staff -Management	-ZTA -Community leadership -Ministry of SMEs
registration of the business unit/ entity	registration document/ company limited by guarantee??		the indicator looks at the availability of the registration document to legalise the operations of the business unit	All groups into income generating projects	Registration documents	Ntengwe on a monthly basis	-All project staff -Management	-ZTA -Community leadership -Ministry of SMEs
Process level								
develop and market service delivery infrastructure at the Ntengwe DIC and make an income	Income generated from the infrastructure -Number of people benefitting from use of the DIC	amount	This indicator measures the amount of money generated by Ntengwe from the service delivery infrastructure. It also looks at number of buildings constructed and furnished, marketing tools used such as website posts, posters, brochures and flyers	Structure at least generate not less than \$200 dollars per month	Reports from the DIC -Monthly reports	Office assistant on a monthly basis	-Office Assistant and DPO -Management	Rural District Council
community poultry and goats projects	Income generated from the goats and poultry projects	amount	The indicator measures the amount of money coming back to Ntengwe from the community goats and poultry projects	All groups in poultry and goat projects	-Progress reports from groups	Ntengwe on a monthly basis	Project staff -Management	-Vet Department -Agritex
market research	market research papers on goats and poultry projects and eco-tourism	data	market research findings	All groups in poultry and goat projects	Report from research	Ntengwe on a monthly basis	Project staff -Management	Vet Department -Agritex -Community leadership
create market linkages	Number of market linkages created	number, type	Count of market linkages created for the goats and poultry projects	All groups in poultry and goat projects	Report from research	Ntengwe on a monthly basis	Project staff -Management	Vet Department -Agritex -Ministry of SMEs -Community leadership
Eco-tourism in Binga and Victoria Falls	Income generated from eco-tourism	amount	measures the amount of money generated by Ntengwe through eco-tourism	All groups in ecotourism	Reports from groups	Ntengwe on a monthly basis	Project staff -Management	-ZTA -Community leadership
community involvement in traditional performances	Number of community members taking part in traditional performances	number, sex, type	Count of community members participating in traditional performances	All community members	Reports from groups	Ntengwe on a monthly basis	Project staff -Management	-Community leadership

business planning	Number business plans produced -Number of business plans approved	Number, type	Count of draft and final/approved business plans	Groups in income generating projects	Reports from groups	Ntengwe on a monthly basis	Project staff -Management	-Community leadership -Ministry of SMEs
<b>Outcome level</b>								
increased self-sustenance for Ntengwe	Ntengwe financially supports its programmes	amount	Count of programmes/ projects Ntengwe is able to finance without donor support or with very limited support/budget ratios	..... programs supported by Ntengwe	Program reports	Ntengwe on a monthly basis	Project staff -Management	-Community leadership -Rural District Councils
<b>Sub-objective 2: To pursue organisational Growth &amp; Sustainability</b>								
<b>Structural level</b>								
increased visibility of the organisation on the national landscape	Ntengwe represented in national spaces and in Harare in CSO platforms		Measures taken to increase Ntengwe's visibility e.g. hiring a Harare based part time representative.	Networks created for Ntengwe	-Progress reports	Ntengwe on a monthly basis	Project staff -Management	-Board members
<b>Process level</b>								
construct offices in Binga	number of offices constructed	number, type	Count of offices constructed	.....offices constructed	-Progress reports	Ntengwe on a monthly basis	Project staff -Management	-Board members -RDC
involve partners in Ntengwe's activities	number of stakeholder dialogues and consultative meetings held	number	count of dialogues and consultative meetings with partners and stakeholders	-----dialogue meetings done with ----- partners	-Activity reports -Monthly reports	Ntengwe on a monthly basis	Project staff -Management	-Board members -RDC -DA
conduct a needs assessment in the new areas	needs assessment reports/ baseline surveys	number	number of surveys to inform programming	New wards	Needs assessment report	Ntengwe on a monthly basis	Project staff -Management	-Board members -RDC -DA -Social Welfare
dialogue meetings with partners and authorities in new areas	approved documentation of operational and key areas of operation	number	Count of MOUs consummated to formalise relationships and approved areas of operation	-----meetings held	Progress reports	Ntengwe on a monthly basis	Project staff -Management	-Board members -RDC -DA -Social Welfare
setting up resource centres in communities	number of virtual centres created in all wards	number	count of resource centres created and number of individuals accessing the resource centre	Resource centres created in all wards of operation	-activity reports -Monthly reports	-Ntengwe	-Project Staff	-Board members -RDC -DA -Social Welfare
training community leaders in planning and decision making	number of leaders trained in decision making	number	count of community leaders trained and cascading information to community members	All community leaders in the wards of operation are trained	-activity reports -Monthly reports	-Ntengwe	-Project Staff	-Board members -RDC -DA -Social Welfare -office of the President
Community leaders cascade information to communities in CPPs	number of individuals attending the Community Practitioners Platforms	number, sex, type	Count of CPPs sessions conducted and measures community involvement in needs assessment, planning and decision making processes	All people in the wards of operation get the information	_Reports from community leaders activity reports -Monthly reports	-Ntengwe	-Project Staff -Management	-RDC -DA -Social Welfare -office of the President

Outcome level									
community participation in planning and decision making is increased	major decisions taken involving communities	number, type	This measures the level and nature of community participation by frequency and who is involved, in what type of decisions about Ntengwe's programmes	All people in the wards of operation	_Reports from community leaders activity reports -Monthly reports	-Ntengwe	-Project Staff -Management	-RDC -DA -Social Welfare -office of the President	Quarterly
Ntengwe expands to other wards/districts/activities	Number of new wards, districts and activities	number, type	This measures the expansion of Ntengwe's coverage by count of number of wards, districts and the type of activities taking place there	---districts or wards expanded into	_Reports from community leaders activity reports -Monthly reports	-Ntengwe	-Project Staff -Management	-RDC -DA -Social Welfare -office of the President	Quarterly