

ACTION 24

Empowering Young People Through Climate Change

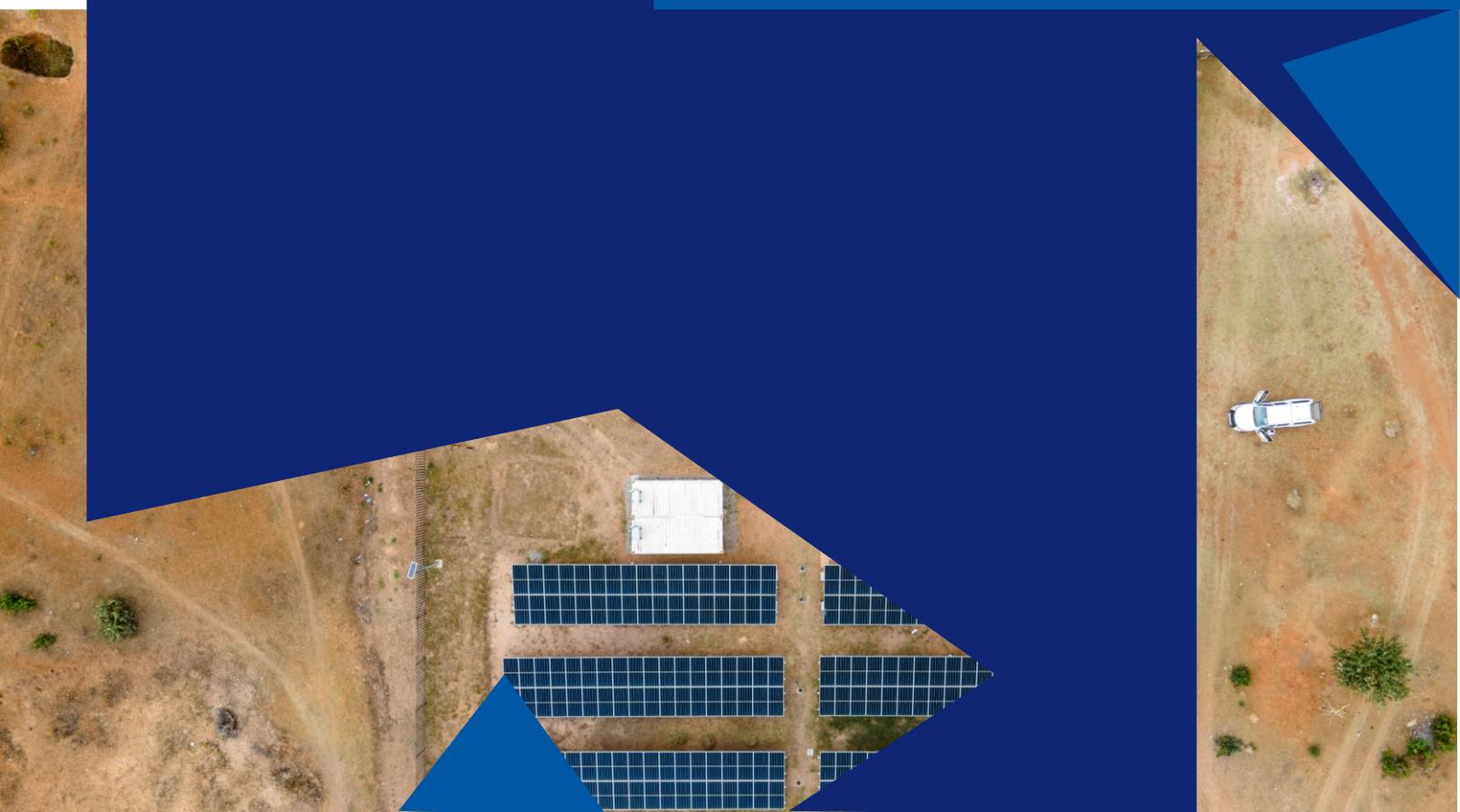


“Future forward :
Solutions for Climate
change in Zimbabwe”

**2025 – 2029
STRATEGY
PLAN**

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PREFACE

This strategic plan for Action 24 is the first following the devastating COVID 19 pandemic that caused havoc with many organisations' plans and programmes. The COVID-19 pandemic severely affected the implementation of global environmental and developmental agreements such as the 2030 Agenda, undermining decades of development efforts. According to various reports, over 100 million people were pushed back into poverty and hunger; an equivalent of 255 million full-time jobs were lost; and an additional 101 million children and youth fell below the minimum reading proficiency level, wiping out the education gains achieved over the last two decades. Violence against women and girls has intensified.

The economic slowdown associated with COVID-19 has done little to slow the climate crisis. Instead it has reinforced and exacerbated existing inequalities and threatened the achievements of the SDGs. In the middle of this fallout lie the youth. This huge, but often neglected, demographic is generally the most impacted by climate change crises, and yet is the least recognised and engaged in the quest for sustainable solutions. Moving ahead, there is need to create pathways that engage and involve the youth to be part of the efforts to provide for equitable economic growth and sustainable use of the planet's natural resources. The post-Covid 19 period also saw an increase in technological advancements that can be harnessed to benefit people and planet. The rise of Artificial intelligence and digitalisation open the space for rapid information sharing, scenario modelling, predicting weather and extreme weather events as well as well as other environmental processes. Decisions can then be made in a timely and cost effective manner.

The strategy seeks to balance between long- and short-run priorities. Critical to the successful implementation of the strategy will be the ability of the organisation to embrace the advancements in technological innovations, build and leverage coalitions with a multiplicity of stakeholders both in the public, academic and private business domains. It looks to re-energise work in the climate adaptation, mitigation and resilience building space over the next five years. The plan is about accelerating and scaling up youth participation in climate mitigation and adaptation.

1.0 INTRODUCTION

Action 24 is a Zimbabwean youth-led development organisation formed in 2007 as a university campus initiative and was formally incorporated as a Trust Organisation with registration number MA 000037/2010 in March of 2010. The organisation works with youth and young people in implementing its various programmes and initiatives aimed at creating an interface between marginalized and non-marginalized communities. It seeks to invest in children's education, skills development, and engagement in climate action, supports the fulfilment of children's rights and fosters a more sustainable, equitable, and resilient future. Various initiatives are implemented at both school and community levels which contribute to enhancing the achievement of Nationally Determined Contributions (NDCs) and increase awareness of the urgent need for climate action. Additionally, this effort aligns with the Action for Climate Empowerment (ACE) initiative by equipping young people with the education needed to lead climate action in their communities.



1.1 BARGAINING POWER

Action 24 has previously carried out several projects related to climate change education and awareness, renewable energy and resilience building:

- **Climate Change Communication and Education:** This project which was supported by UNICEF and the Zimbabwe Youth Council (ZYC) developed climate change learning materials, including child-friendly climate change training manuals and comic booklets. These resources were designed to support capacity building activities related to climate change.
- **The Green Schools Program phase 1 & 2:** Also supported by UNICEF under the Green Innovation Hub (GiHUB) project created educational resources about climate change and energy. The materials developed through this program were intended to be used in schools and educational settings to enhance understanding and engagement around these important environmental topics. With the right type of education imparted, the youth are in a position to convert the knowledge to concrete skills they can use to start innovative and green enterprises.



- **Youth Empowerment Support Jobs for Unemployed Young People (YES-JUMP) Initiatives:** Funded by the International Labour Organisation (ILO), this project aims to cultivate green skills among youth in agriculture by enhancing value chains and promoting agro-entrepreneurship.
- **Climate Change mitigation through utilisation of solar irrigation technology and sustainable agriculture practices:** Supported by Global Environment Facility Small Grants Program (GEF-SGP) the project focused on additionally, Action 24 has also been involved in the Green Discussions project, which was supported by Hivos. This project likely contributed to the creation and dissemination of further climate change and energy-related learning materials and resources.
- **The child-friendly policy manuals, comic booklets, and other educational materials developed through these past projects can be valuable assets for the current project's capacity building efforts.** By leveraging these previously created resources, the project can build upon established work and ensure that the information and approaches used are effective in engaging and educating the target audience, which may include children and youth.



1.2 HARNESSING THE YOUTH DIVIDEND

Youth empowerment enhances climate action and sustainable development in Zimbabwe

Youth have the potential to drive innovation and positive change in climate action.

Improved youth engagement will lead to better implementation of climate strategies.

Addressing barriers to youth participation is essential for their meaningful contributions.

The youth of Zimbabwe face significant challenges in participating in climate action due to a lack of information, technical skills, collaboration platforms, political support and financial resources. Existing initiatives often overlook grassroots engagement and youth representation in decision - making processes

1.3 STEPPING UP THE ACTION

This strategic plan sees Action 24 taking a more action focused intervention that invests in green skills, innovation, entrepreneurship development to address some of the challenges faced by youth and children. The phenomenal rise in technological advancement, such as Artificial Intelligence and digitilisation has opened a field of opportunity for advanced levels of climate action. AI will be key in scaling up of green and smart technologies for areas such as weather prediction, algorithms that reduce the carbon footprint of activities through energy efficiency, new and smart solar generation, designing energy efficient buildings, and even in carbon capture technologies. Through technology forward capacity building, the empowered youth will be able to actively participate and make meaningful contributions to the formulation process of the new Nationally Determined Contributions (NDCs) that will be conducted by the government in 2025. Action 24 will ensure that youth involvement in policy formulation, emphasizes that their participation considers not only the number of individuals engaged but also by the positions they hold. With meaningful youth representation in decision-making roles, the youth the voices can be heard enough to influence the shaping of climate policies.

1.4 BUILDING BLOCKS

To accelerate and scale up the gains already made, platforms like the Zimbabwe Climate Change Youth Network (ZCCYN) will be used more to facilitate cooperation among youth and provide the link to local, national, regional and global platforms. Nonetheless, its impact has diminished due to inconsistent resources, including financial limitations and limited access to infrastructure and technology causing challenges for collective efforts in climate action. Through the revitalization of this platform, the focus on building the capacity of youth leadership, and fostering meaningful stakeholder engagement and influencing, young people will once again be enhanced.

Action 24 is already active in a number of global coalitions and networks which could benefit ZCCYN. By constant association and sharing the youth will have a shared vision and goal. This unified vision and goal will contribute to constructive transformation and accelerate climate adaptation and resilience building initiatives in Zimbabwe, both at the local and national levels.

Vision & Mission STATEMENT

VISION

Action 24 aims to establish communities that are empowered, innovative, and accountable, and that contribute positively to sustainable development processes and climate change



MISSION

To enable communities to participate in climate action and sustainable development activities through project coordination and collaboration, creating a sustainable environment.



AIM

To empower youth and increase their active participation and engagement in planning and implementing of climate change adaptation and mitigation so as to build sustainable socio-ecological and economic environments.



2.1 VALUES

As an organisation we are driven by values that we hold dear in the execution of our mandate, these guide all our actions, they serve as our cultural cornerstone. They are a source of our distinctiveness and we endeavour to abide by them in all our dealings.



Action



Innovation



Teamwork



Honesty



Transparency



Accountability

3.0 OBJECTIVES

- To provide a platform where communities, including women and youths, can lobby and negotiate on international, continental, regional, and national issues related to climate change and energy access.
- To support the capacity strengthening of communities to engage and participate in national climate change adaptation and mitigation activities.
- To promote age and context appropriate climate change information generation, dissemination, and sharing among communities.
- To support youth initiatives and apply innovative research aimed at creating green jobs as well as sustainable environmental resources management.



3.1 OUR APPROACH

A24's programming strategy is twofold: it tackles immediate disruptions from short-term climate variability through education, research, and disaster risk reduction, and combats the gradual impact of long-term climate change by developing livelihood programs. Additionally, A24 facilitates youth networks, provides mentorship, supports policy dialogue on environmental issues, and offers technical and financial aid for Climate and Energy Innovations.

- Convening platforms for Policy dialogue on Environment, Energy, Climate Change, and Disaster Risk Reduction.
- Action 24 convenes stakeholders to dialogue critical policy issues on climate Justice and just energy transition. Central to bringing the right people to the table is ensuring that women and young people are able to access the policy conversations through simplified materials, language of engagement, conducive and safe spaces for convening. One such activity has been COP@Home, where the high level COP is replicated at community level.
- Direct technical and financial support for Climate & Energy Innovations

Action 24 directly supports in and out of school youths and women to bring their innovations on climate response and energy access to life. The organization works through school based environmental clubs and community based organisations to showcase and scale-up promising solutions and strategies to coping with and/or mitigating climate change and achieving sustainable community development. Support may include direct provision of project funds, training on technical aspects or supply of hardware materials.

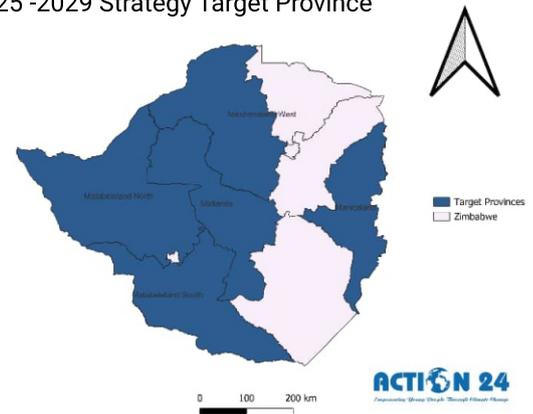
Research and Lobby and Advocacy

Action 24 believes in building evidence for support policy and practical initiatives in communities through research. It is for this reason that the organisation prioritizes its research component as part of programming. The organization carries out research in a wide range of areas relating to climate justice, just energy transition and uses finding for regional lobby and advocacy as well as informing local initiatives. A24's latest research in 2022, explored Financial Inflows in the Energy Sector from the African Development Bank

4.0 WHERE AND WHO WE WORK WITH

Action 24 as a Trust Organisation is mandated by the law to operate and achieve its tasks and objectives across the national boundaries of Zimbabwe. Under the new strategy, A24 will work in Midlands, Mashonaland West, Manicaland, and Matabeleland province. The choice of these provinces is significant due to their vulnerability to climate change and natural disasters.

2025 -2029 Strategy Target Province



Why focus on these provinces and districts

According to the latest Zimbabwe Livelihoods Assessment Committee (ZIMVAC) report of 2024, the named focal areas are some of the most affected by climate change and other natural disasters. As this strategy is being finalised, Zimbabwe is in the grip of an intense El Nino weather phenomenon that is devastating communities in these provinces. This weather phenomenon is now appearing every two to six years, leading to disrupted rain patterns that in turn lead to prolonged dry spells, reduced rainfall and increased temperatures. Additionally;

- More than 6million people are now food insecure,
- Some 2.6million people are exposed to water insecurity. Such conditions have a potential to lead to disease outbreaks such as cholera
- Dry conditions exacerbate the occurrence of malaria
- Children's and pregnant women's nutritional status is compromised and makes these groups more vulnerable
- The drought has heightened gender based violence (GBV), sexual exploitation and abuse
- Some 1.8million learners face dropping out of school due to hunger.
- Social protection in these provinces is between 20% and 40%. Some 43% of this protection is provided by the government and only 6% by a combination of the UN and NGOs
- The provinces also demonstrate poor consumption patterns, with all of them at 10%.

The ZimVAC Report 2024,further highlights that the top priorities for improving the lives of youth are

Area	%
Politics	1.3
Shortage of clinics	5
Bad roads	7
High cost of living	16.4
Lack of capital	19.8
Lack of survival skills	27.1
Prolonged mid-season dry spells	41.7
Drug and substance abuse	63.8
Unemployment	79.2

income generation activities (83.6%) and vocational training (62.6%).

Over the next five years, programming will concentrate on the identified issues crucial for increasing youth participation. Notably, the strategy will target 40 schools across four specific districts, with schools selected through a competitive process. As a result, 1,200 children will benefit from their participation in environmental clubs. Furthermore, the project is anticipated to indirectly impact 9,000 individuals, including school staff and community members. Additionally, approximately 10,000 out-of-school youth will be targeted through various interventions outlined in the Strategic Objectives below.

4.1 DEVELOPMENT OF PARTNERSHIPS AND COLLABORATION

In the past A24 has worked successfully with the following partners. Going forward the organisation will deepen collaboration with these partners while at the same time developing new ones. All these collaborations will have relevant MOUs to define operating modalities. Inception meetings with the various local authorities will be held where the organisation and its mandate will be properly detailed. Security clearances will also be secured from the Zimbabwe Republic Police Peace Office and the Office of the President and Cabinet.

01 The Environmental Management Agency (EMA) - They assisted in forming and building the capacity of environmental clubs, selecting winning projects, and conducting partial monitoring visits. In the current phase they will continue providing the technical support and assistance.

02 The Climate Change Management Department - They ensured the project was contributing to the national climate action goals. In the current phase they will assist in the program framing to contribute to NDCs.

03 The Ministry of Primary and Secondary Education - The program collaborated with this ministry through a UNICEF Memorandum of Understanding, ensuring the project aligned with the implementation of the New Competency-based Curriculum. In the current phase they will assist the project to contribute to the Heritage-Based Education 2024-2030 Curriculum Framework.

04 Mukuvisi Woodlands and the Zimbabwe Sunshine Group (ZSG) - they played an indirect but important role as consortium members in this project. Mukuvisi Woodlands' Eco-Schools initiative contributed some of the participating schools for the second phase of the project. Additionally, ZSG's waste-to-energy program provided support for the student exchange learning activities that were a key component of the project. The partnership consortium will be maintained to facilitate exchange learning activities.

05 The Ministry of Energy and Power development and agencies under the ministry namely Zimbabwe Energy Regulatory Authority and Rural electrification Fund provided and will continue to provide technical support in construction of biogas digesters, installation of solar systems, energy efficiency and energy policy knowledge products and intervention in the program.

06 The previous schools that benefited from and participated in the initiative will be organised into a network called the "Zim Green Schools Alumni Network". The purpose of this network is to partner and provide mentorship and exchange visit support to the new schools that will be participating in the program for this current phase, in addition to the stakeholders already listed above.

07 The private sector with operations in the focal districts or with just interest in climate change, renewable energy or disaster risk reduction through their Corporate Social Responsibility initiatives.

08 Various NGOs who are active in the districts will provide invaluable area knowledge, and say what works, what does not work and what to avoid in order to ensure success based on their long interactions with the communities in the target districts.

09 Technical Vocational Training institutions who will be important to collaborate with when it comes to skills development.



5.0 OPERATING STRATEGY (2025–2029)

The intention of the strategy is to strengthen participation of youth, women and children in climate policy issues, renewable energy and resilience building. The areas are detailed as follows:

Climate Change:

The organization engages with youth and children in climate policy development, facilitating their involvement in local and national policy formulation processes. At the national level, the organization collaborates with stakeholders to support and empower youth and children to contribute to the development of key policies, including the National Adaptation Plan (NAP), revised Nationally Determined Contributions (NDCs), and the Low Emissions Development Strategy (LEDs) implementation framework. Additionally, the organization trains and organizes youth and children to participate in national and global COP processes, raising their awareness on climate issues.

Beyond policy, the organization supports youth-led adaptation and mitigation initiatives in response to the climate crisis. These initiatives include tree planting, waste management, Climate Smart Agriculture, and renewable energy projects, such as the construction of household biogas digesters and the installation of solar systems, all of which are led by local youth and children.

Disaster Risk Reduction:

In collaboration with coalitions like the Global Network of Civil Society for Disaster Risk Reduction (GNDR), the organization conducts regular assessments of local authorities' progress in implementing the Sendai Framework, identifying gaps and providing recommendations for improvement.

Through this partnership, the organization works closely with the Ministry of Local Government, Public Works, and National Housing, specifically the Civil Protection Unit (CPU), to promote awareness and engage youth and children in disaster risk reduction (DRR) strategies. A capacity-building project has been designed to empower young people to become first responders in times of crisis, such as cyclones and wildfires, equipping them with the skills and knowledge needed to respond effectively.

Energy and Environment:

In partnership with the Ministry of Energy and Power Development, as well as its agencies, including the Zimbabwe Energy Regulatory Authority (ZERA) and Rural Electrification Fund (REA), Action 24 is actively promoting the Renewable Energy Policy and related policies among youth and children. To achieve this, the organization is implementing a range of initiatives, including organizing mass lectures at universities, conducting community outreach activities, hosting policy dialogue discussions, and developing policy briefs and manuals that are children and youth-friendly.

Furthermore, Action 24 is supporting young people in piloting renewable energy demonstration projects in schools and their communities, such as small-scale biogas digesters and solar heating and lighting systems. Additionally, the organization is working with young people to establish tree nurseries and carry out afforestation activities in some areas.

Strategy Aim

The strategy will address the main reasons why youth remain on the periphery of all the three organisational focal areas as highlighted above. The aim is to scale up the participation of youth, children and women in order to build a movement that will change the business as usual way of addressing environmental issues.

By addressing the fundamentals that hinder youth participation A24, under the new strategy, looks to having a cadre of youth capable of impactful change.



Strategic Objective 1:

To build a community level Green Fund to enable youth participation in climate events and to support local level innovation on climate change

Activities

- Establish the modalities of the fund
- Undertake fund raising activities to capitalise the fund
- Conduct technology driven awareness raising and green technical skills training
- Launch a Green Enterprise entrepreneurship competition for youth in the focal districts
- To support the development of enterprises by youth in agriculture and solar value chains

Strategic Objective 2:

To invest in Artificial Intelligence to facilitate deep learning and improve learning processes for the youth.

Activities

- To train youth in the proper use of AI to solve real life climate action issues
- To use AI based technologies to develop scenarios and intervention strategies to allow faster response to developing environmental challenges,
- To build an accurate database of key environmental parameters and indicators at each district to allow for better intervention planning, project monitoring and faster reporting
- Establish networks and partnerships to exchange knowledge and best practices.
- Identify, train and deploy Climate Youth Champions to provide climate education informally at community level.
- Support the competency-based curriculum implementation by strengthening environment clubs' existing models or/and building new projects such as setting up weather stations, constructing and installing small-scale renewable energy systems, establishing organic gardens and tree nurseries, implementing water-saving technologies, and organising waste management-recycling, forestation, reducing pollution, among other creative ways.

Strategic Objective 3:

To facilitate the inclusion of at least 20 youths from each of the focal districts in local and national level climate policy processes.

Activities

- Ensure that national adaptation plans specifically make reference to youth and indicate clear roles for them under the plans.
- Ensure that a youth quota is agreed upon for participation in UNFCCC processes, especially as members of Party Delegations
- Include the youth at every level of the policy making process

Strategic Objective 4:

To form a Youth Climate Contact Group at each district to minimise exclusion from stakeholder consultations

Activities

- Present clear engagement opportunities through the Youth Climate Contact Group with deliberate efforts made to invite the youth to these events
- Ensure that during consultations youth are not characterised as vulnerable stakeholders who will be disproportionately impacted by climate change, but should be seen as valued contributors to policy design.

Strategic Objective 5:

To empower 10 000 youth from all focal districts with relevant climate change 'technical' expertise.

Activities

- Develop and distribute 10000 youth friendly climate change toolkits
- Develop a capacity building programme that will build a solid understanding of the causes and impacts of climate change among the youth.
- Improve access to quality climate change education at schools.
- Facilitate trainings and exchange visits among environment clubs as a way to promote knowledge, skills, and critical behaviour change for climate resilience and environmental stewardship among children
- Adopt a curriculum that extends beyond scientific concepts, to integrate social, political, economic, and technological dimensions of climate change, traditional knowledge, systems thinking, as well as experiential

Strategic Objective 6:

To enrol 1200 learners in new School Environment Clubs, while strengthening existing clubs that will be hubs for environmental leadership and climate resilience learning and action.

Activities

- ☒ Assisting the clubs to develop constitutions, committees and activity plans.
- ☒ Organise mock COYs (Conferences of the Youth) in schools, and student participation in the national LCOY (Local Conference of the Youth).
- ☒ Create Green Schools' ambassadors as climate champions, energy, and environment stewards, who will become advocates for other rural and marginalised children, at national forums such as COP simulation exercises, LCOY, and global platforms, such as COP & RAMSAR



6.0 ORGANIZATIONAL STRUCTURE AND GROWTH PLAN



Under the new strategy, A24 will continue to operate as a registered Trust Organisation under Zimbabwean law. The organisation will continue to follow and abide to its constitution. The Board of Trustees (BT) is the highest decision making board of the organisation responsible for ensuring transparency and accountability in the organisation's activities as stipulated by the constitution. Members into this Board will be elected as individuals and collectively act and govern in the best interests of A24 as a whole. The board's core responsibilities will be determined by the powers and duties delegated to it in both A24's constitution and bylaws. The Coordinators (NC) who has executive powers is appointed by the board and is responsible in overseeing the organisation's day to day operations and ensures the organisation is operating within the confinements of its strategic objectives.

In order to effectively and efficiently execute this strategy A24 will institute a clear organizational structure in line with A24 organizational effectiveness standards. Five units in the name of: (1) Program, policy and Communication (2) Finance (3) Fundraising (4) Internal Audit and (5) Human Resources and Organizational effectiveness will be strengthened to deliver seamless programming.

Our key capacity development priorities during this program intervention period will include:

- Enhancing our financial management systems and internal controls to ensure transparency, accountability, and proper utilization of funds. This will involve refresher trainings for our finance team, updating our policies and procedures, and implementing robust monitoring and reporting mechanisms. Additional support may be needed in carrying out an external financial audit of the project.
- Strengthening our program management skills, including project planning, monitoring, and evaluation. We plan to conduct training workshops for our program staff, and develop tools and templates to improve our data collection, analysis, and reporting.
- Reinforcing our robust safeguarding policies and procedures to protect beneficiaries, especially vulnerable groups, from any form of exploitation and abuse. This will include ensuring our staff adhere to the 8 core standards of the Protection from Sexual Exploitation and Abuse (PSEA) framework. We will organize periodic internal PSEA refresher courses for all Action 24 staff, and engage with UNICEF-PSEA for additional refresher trainings when necessary. Our staff members will also participate in the free online UNICEF PSEA training course.
- Improving our organizational governance structures and decision-making processes to ensure effective oversight and mitigate against fraud or mismanagement risks. This may involve reviewing and updating our board composition, committee structures, and internal audit functions.

6.1 ADDITIONAL ENABLERS TO DELIVER ON THE STRATEGY

Delivery of A24's strategic plan is anchored by three pillars:

- Outreach and engagement
- Resource mobilisation
- Monitoring and Evaluation

6.1.1 OUTREACH AND ENGAGEMENT

Outreach and engagement will identify the external audiences, messages and activities and work out a clear dissemination plan to reach the intended audiences. To achieve impact and influence communication will not be an after-thought of what A24 does, but a deliberate effort to position A24 "as a relevant and valuable" actor in the climate change adaptation space give visibility to the work that A24 does.

Effective communication will facilitate:

- Advancing our vision and mandate
- Raising our profile
- Influencing and having an impact
- Provoking change towards transformative pathways in how the environment and development are managed

The overarching aspiration of A24's communication efforts will be to produce external communications outputs that are:

- Reliable "go-to" sources of high-quality information(i.e./ fact-based and verified)
- Widely and easily accessible
- Demand-driven
- Showcase the organisation as having a robust learning and knowledge network that operates for the benefit of youth and other stakeholders
- Avoid duplication by leveraging existing material and partnerships
- Released/executed in a responsive and timely manner

There is need to further invest in internal knowledge management systems, tools and products, which are the ultimate source for external communications outputs.

A24 will establish an interactive online collaborative website which will be the primary tool for external communications to reach some target audiences including CSO NGOs, governments, donors, advocacy organisations and academic institutions. Other communications tools will include publications (policy briefs, research papers and reports, e-newsletter), videos, twitter, blogs and media (op-eds, interviews, press briefings).

6.1.2 MOBILIZING FINANCIAL RESOURCES

A24 and its partners will actively mobilize financial resources from traditional and non-traditional sources. One aspect of resource mobilization is influencing investors to prioritize A24's core areas of interest and doing this in a way that does not translate into competition or crowding out of partners. To successfully mobilise the requisite financial resources, A24 will undertake the following:

☒ Mapping donor interests, priorities, funding windows, and opportunities. In order to successfully map the donor interests and their priorities there is need to broadly understand the type of donors available so as to allow a proper detailing of each of the interests under each category. The types of sources for economic and financial

resources include:

- International non-governmental organisations (NGOs)
- Bilateral and Multilateral Organisations (E.g. The World Bank, DFID, UN Agencies)
- National governments
- Private and philanthropic foundations
- Corporate and academic institutions Community-based Organisations
- Corporate sponsorship
- Crowd funding

- Development of strategic partners. Partnership is a strategic relationship that is developed between A24 and other actors that are committed to work collaboratively to achieve development impact by a balanced pooling of resources and sharing risks and responsibilities. A24 will be aggressive in its fundraising approach to be seen as the partner of choice for the declining number of resource partners. It will ensure that all partnerships developed meet the following criteria:

- They are aligned to national priorities.
- Add value to initiatives undertaken.
- Demonstrate an innovative and problem-solving approach
- Donor/partner relationships to be based on partnership which imply trust and equal responsibility.
- Flexibility, and, where relevant, retention of multiple funding modalities to ensure that results are achieved.
- Funding modality/partnership to be driven by the conceptual design of work.
- Accountability for results.
- Based on clear risk assessments.

- Identify non-traditional mechanisms for resource mobilization and the strategic expansion of funding. The resource mobilisation field has changed in the last few years with a number of non-traditional donors/ funding partners appearing in the picture. Some of the new players include the private sector which often has resources that are larger than the budgets of many countries. The sector, therefore, will form a key focus for the A24 resource mobilisation process. A24 will need to understand the motivation at the core of support from this sector. Additionally, new, innovative funding models such as crowd funding will be explored for relevance and fit to the A24 operational focus and strategy.

- Monitoring of financial resources, timely intelligence on budgetary outlook, and other system-level functions. A template will be developed to track the resource mobilisation plan and provide timely information on the resources generated, gaps in funding, and tracking of various proposals and business plans.

7.1 MONITORING PROGRESS

Under this strategy period A24 commits to tracking and demonstrating the impact of our work on children, youths, women and other people living in poverty. To achieve this resourcing of the M&E function in this strategy period will be particularly emphasised. This will be realised through diversification of funds with intentional fundraising for unrestricted funding that will be allocated to the M&E function.

Progress monitoring will be informed by the Participatory Monitoring Framework which will monitor our approach / theory of change; our delivery on our promises; our coverage and impact on people and our organizational priorities. More effort will be on documenting work around alternatives in the form of case studies and most significant stories of change with detailed and comprehensive cost benefit analysis. Adoption and adaptation of these alternatives will also be monitored through attending working group/cluster meetings which are platforms where INGOs and NGOs share such information.

Monitoring progress will also expand to track contributions to our commitments for each specific change promise. This will include:

- 1.Total coverage of our interventions looking at reach of our interventions direct and indirectly
- 2.Participants to our program interventions that we reach directly also disaggregating this data by category as defined by our strategy and lastly
- 3.Number of people by category who benefit from our change promises.

Development of monitoring and evaluation frameworks and systems at partner level especially for specific projects and programs will be vital to ensure that we gather meaningful data for internal learning and to track progress. Of critical importance is the carrying out of participatory baselines with key stakeholders. Emphasis will be on developing simple tools for data collection to operationalize the monitoring systems and assess the logic chains. Platforms for more data collection will be in the form of review and reflection meetings at community, district and national level with communities and key stakeholders at the different levels. Quarterly meetings with partners will provide for further consolidation, synthesis and analysis of issues. Quarterly, half yearly and annual progress reports will be used as basis for consolidating and validating the impact our work is having towards meeting our own prescribed key change promises. This information will also be critical in updating and maintaining our management information systems.

7.2 MEASURING PERFORMANCE AND REPORTING ON PROGRESS

The implementation of this strategy will be monitored closely by A24, through the following means:

1. Frequent sharing and dissemination of the strategic plan internally and with stakeholders
2. Generation of annual plans that are guided by this strategic plan
3. The development of policies, systems and monitoring tools that are guided by this strategic plan
4. Annual reviews and planning meetings to ascertain the ongoing applicability of the strategic plan considering changes in the context, such as, changes in government policies or changes in the country. Make adaptations in line with these contextual changes.
5. A Reflection Meeting held midway through the implementation of this plan to allow A24 to assess if they are still on course with this plan.
6. Development of a Strategic Master Budget that outlines the cost to achieve all the goals in the plan, especially the organisational development aspect. This budget will guide the Resource mobilisation plan.



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📍 43 Lonesdale Avondale, Harare Zimbabwe

📞 +263 772 991 697 🌐 www.action24regional.org



**Africa
Just
Transition
Network**



unicef 
for every child



access Alliance of Civil Society Organisations for Clean Energy Access



GLOBAL GREENGRANTS FUND
Where change takes root

