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PANGAEA
ZIMBABWE



Strategic Plan



2022-2026



ACKNOWLEDGEMENTS

The development of this plan started in 2020 with consultations with our board members, partners and beneficiaries in Zimbabwe. We would like to thank all of them for their contributions.

While it may not be possible to individually recognize everyone, who was involved in this process; special acknowledgements go to the Project leads who participated in the discussions on issues and priorities in this strategy as well as the PZ staff who participated in several Pangaea Zimbabwe consultations and strategic planning meetings in 2020. We recognise our staff who are committed to ensuring that rural and vulnerable communities have access to quality primary healthcare and people at risk of and living with HIV get the best of quality service delivery. Our beneficiaries deserve special mention as the intended recipients of this strategy. Last but not least is the core writing team that synthesized inputs from all stakeholders and refined the core plan under the facilitation and guidance of our Senior Technical Advisor.

FOREWORD

In 2017, when we started out officially as Pangaea Zimbabwe AIDS Trust (PZAT), a local organization, it was a simple dream hanging by a thread. The following years have showed how such a dream can be a powerful reality that would positively impact human lives. We take pride in our accomplishments since then and are grateful for partners that believed in us and continue to walk with us. Our initial work and interventions have informed the direction that Pangaea is going to take for the next 4 years. We believe that we have greater potential to attain more moving forward, our challenge is to maintain continuity while simultaneously achieving positive transformation and impact. This strategic plan sets out how we propose to do this in the next five years as we seek to build our portfolio by diversifying into broader health and development areas, expand our geographic reach while formalizing strategic and sustainable alliances and increasing our investments and improve the quality of funding.

The coming four years represent a period of great opportunity, stretching, discomfort and enthusiasm with the hope to refocus and refresh the work that has been and continues to be done, with a new vision to creating a revitalised organization. As a collective, we are ready to take on this challenge recognizing that the whole is more than the sum of its parts. Achieving this huge task requires leadership, structure and efficient systems. We fully expect that in following this plan, by 2026, we will have furthered our objective of effecting real change in people's lives.

Imelda Mahaka
Executive Director

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LIST OF ACRONYMS

AIDS	Acquired Immune Deficiency Syndrome
CBOs	Community Based Organisations
FGD	Focus Group Discussion
GBV	Pangaea Zimbabwe
HIV	Human Immunodeficiency Virus
ICTs	Information Communication Technologies
IDI	In Depth Interview
IPV	Intimate Partner Violence
ISALS	Internal Savings and Lending Schemes
KPs	Key Populations
MERL	Monitoring, Evaluation, Learning, and Results
MOHCC	Ministry of health and Child Care
NCDs	Non-Communicable Diseases
NOFOs	Notice of Funding Opportunities
OD	Organizational Development
PGAF	Pangaea Global AIDS Foundation
PMTCT	Prevention of mother to Child Transmission
PrEP	Pre-Exposure Prophylaxis
PVO	Private Voluntary Organisation
PZ	Pangaea Zimbabwe
PZAT	Pangaea Zimbabwe AIDS Trust
SRH	Sexual Reproductive Health
SDGs	Sustainable Development Goals
TB	Tuberculosis
UHCs	Universal Health Coverage

INTRODUCTION

Pangaea Zimbabwe (PZ) is a non-profit organization initially registered as a Trust in 2012 (Trust Deed MA909/2012) and transitioned to a Private Voluntary Organization in 2020 (PVO# 10/20). Pangaea works to improve the health and well-being of the people in Zimbabwe with a special focus on those affected by and infected with HIV. PZ partners with governments, academic institutions, researchers, community-based organizations, private sector, civil society and communities to bring about transformation through the provision of quality health care, education and opportunities for meaningful economic participation. We do this by using evidence-based interventions and research to develop and deliver novel programs that increase access to services, change behaviours and improve lives. PZ is committed to supporting progress towards universal health coverage, HIV epidemic control and ending AIDS by 2030.

OBJECTIVES OF THE STRATEGIC PLANNING PROCESS

Pangaea Zimbabwe embarked on a process to plan beyond the current project portfolio, to ensure a consistent and sustainable stream of funding, and to maintain competent staff and partnerships. The process also presented the opportunity for better communications across projects, creating strategic direction in line with the vision and agreeing on detailed implementation arrangements. Specific objectives of the strategic planning process included:

- To conduct an internal analysis of the past and current project portfolio and programming and map out the organizational strengths, weaknesses, threats and opportunities for growth and resourcing in a more sustainable way.
- To outline a clear strategic intent and strategic choices focusing on future direction and results in line with a shared vision and an agreed implementation map.
- To present the Board and key stakeholders with a new, inspiring strategic plan to help navigate into the future, frame commitment, and seek buy-in and endorsement.

STRATEGIC PLANNING PROCESS

The strategic planning process was conducted through a series of consultative and participatory activities employing various organizational development and strategic planning tools, including internal analysis of current programming, the key ratios of the institution and a light assessment of the organization's status. In addition, the local and broader contextual factors affecting current and future performance and growth were analysed. The chart below summarizes the strategic planning process and key activities conducted:

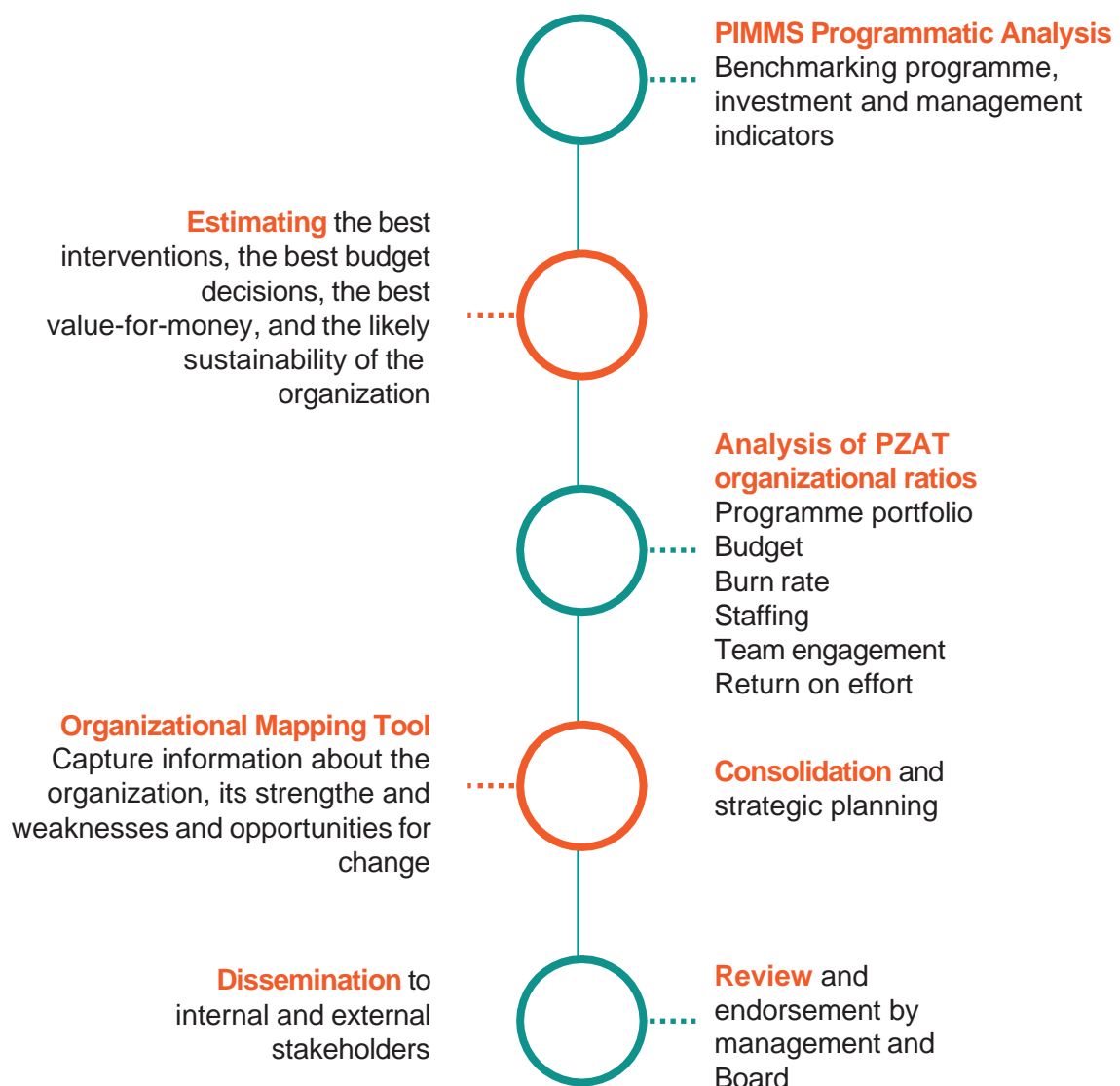


Figure 1: Strategic Planning Process and Activities

ORGANIZATIONAL PROFILE

Background

Pangaea Global AIDS Foundation (PGAF) was launched in 2001 as a new organization dedicated to working on HIV/AIDS at the international level, particularly in the developing world. Pangaea is a word that comes from the Greek pan meaning one world and refers to the hypothetical supercontinent that included all the landmasses of the earth; the single landmass presumably split apart about 200 million years ago. Sub-Saharan Africa was the launching point for the PGAF's activities. Initially, Pangaea formed partnerships around pilot initiatives in sub-Saharan African, China and Eastern Europe: developing partnerships with ministries of health and non-governmental organisations for the treatment of opportunistic infections and sexually transmitted infections, introduction of antiretroviral therapy and expansion of prevention of mother-to-child transmission (PMTCT) programs, prison programming, harm reduction among people who inject drugs and key populations.

In 2010, PGAF established country offices in several countries including Zimbabwe to expand services and scope of work focusing on HIV prevention, treatment optimization and harm reduction. Pangaea Zimbabwe AIDS Trust was subsequently registered as a local Trust in 2012 to allow for autonomy. In 2020, PZ transitioned to Pangaea Zimbabwe as a Private Voluntary Organisation.



Figure 2: Evolution from PGAF to PZ

Governance

PZ is governed and administered by a board of Trustees. The Board of Trustees provides technical guidance and advises on long term strategy and plans for PZ, including staffing, programmes and finance. The Board consists of seven representatives from different professions related to PZ activities. The end of May 2017 witnessed the appointment of the PZ board of Trustees. The Executive Director is answerable to the Board of Trustees. The day to day running of PZ is done through a management team and a competent dynamic multidisciplinary team of public health practitioners, social scientists and clinicians who lead the various projects in the portfolio.

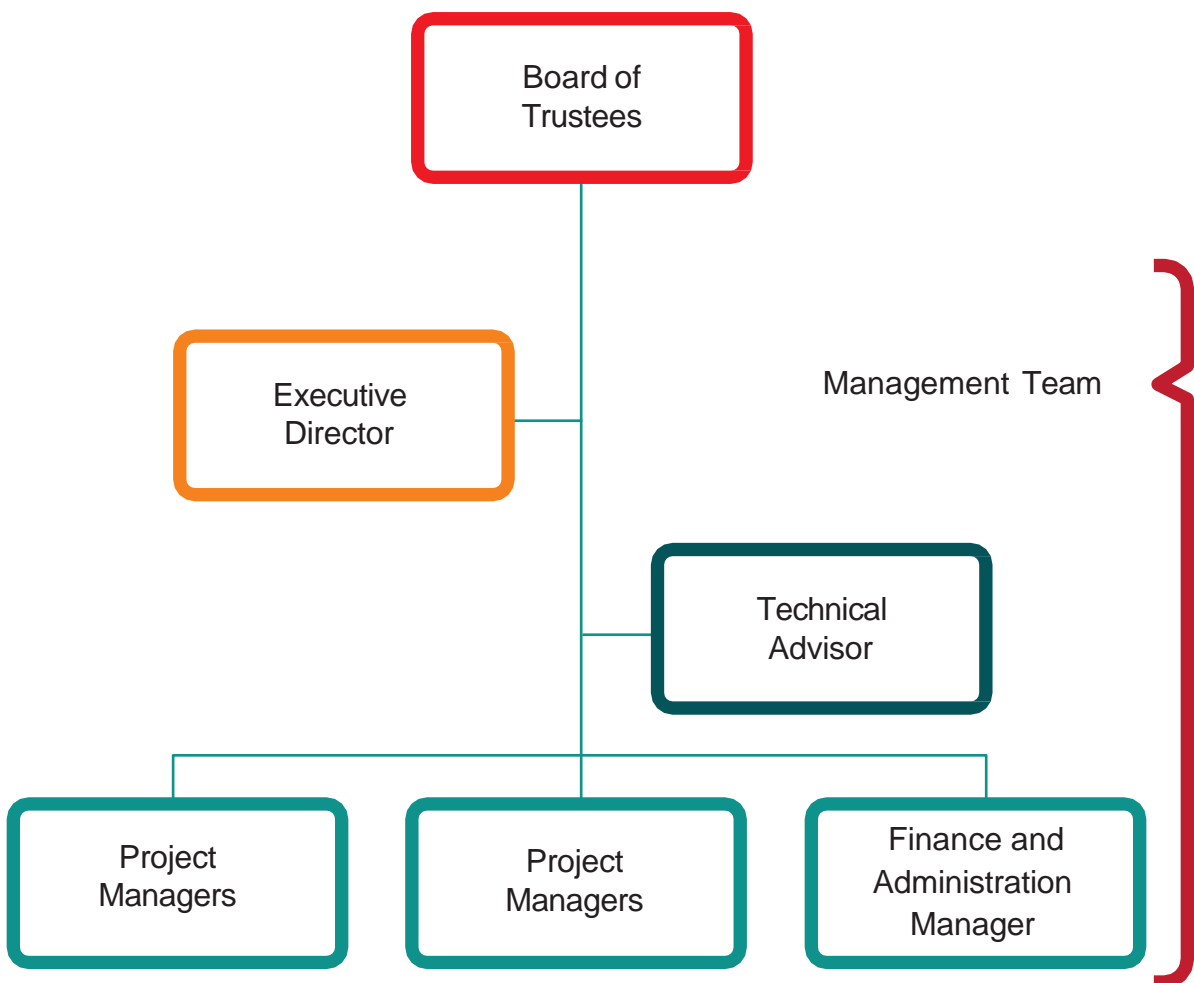


Figure 3: Governance Structure for PZ

Overview of current programming, investments, and management performance

Currently PZ has six main strategic aims:

Resilient and health systems strengthening

- To improve health outcomes among rural and vulnerable populations through resilient primary health care systems that deliver quality client-centered services
- To contribute to the reduction of HIV incidence and mortality in Zimbabwe through evidence based, person-centered policies and strategies
- To provide safe spaces where priority and key populations can access and utilize preventive, curative and supportive services effectively

Community systems strengthening

- To build the capacity and literacy of communities to demand, access and utilize health services effectively and continuously without fear, harm, or discrimination
- To document and build evidence for advocacy influencing policies, informing programs and strengthen community interventions.

Evidence generation, advocacy and policy influence

- To support the policy development, program implementation and uptake of HIV prevention, treatment, and care services to those that need it most including adolescents, young people and key populations.

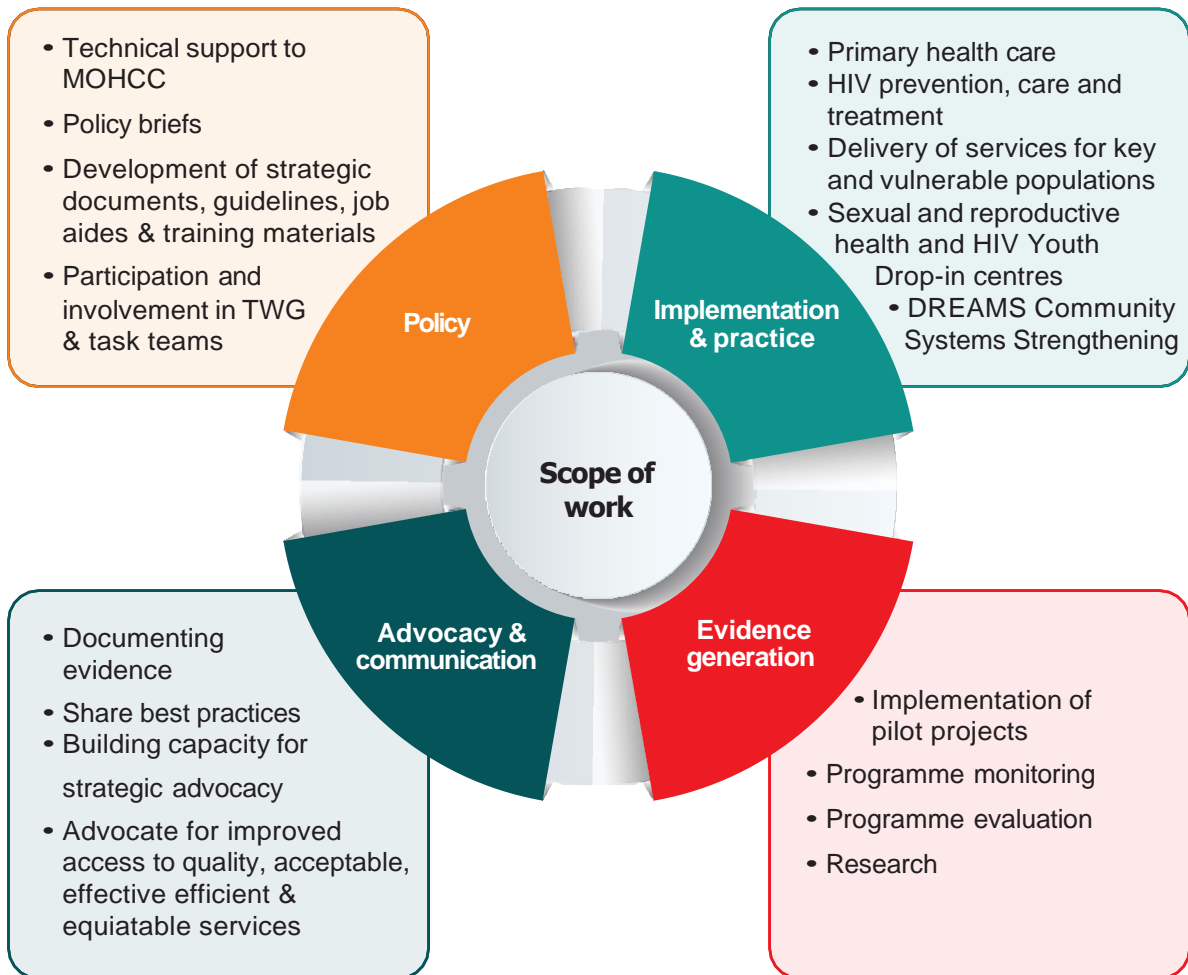


Figure 4: PZ Scope of Work

Contextual analysis

The Pangaea Zimbabwe 2022 -2026 Strategic Plan aligns with the current Zimbabwe National Health Strategy which in turn builds on the global commitments including the Sustainable Development Goals (SDGs) agenda. The vision of the Ministry of Health and Child Care is to have the highest possible level of health and quality of life for all Zimbabweans. Pangaea Zimbabwe intends to complement the national efforts in the health priority areas that have been set out whilst also contributing to regional and global processes.

There are challenges and opportunities that Pangaea Zimbabwe may continue working in or expand into to address health needs. These include major communicable diseases like HIV where prevalence is 12,9% in the adult population . Tuberculosis deaths are at a high of 10% because of co-infection with HIV and there is a rise in drug-resistant TB. Malaria incidence has been fluctuating and was at 22 per 1 000 population in 2019, a 19% increase in the number of cases reported in 2018 . There is a rise in non-communicable diseases which accounted for 31% of deaths in Zimbabwe in 2012. These conditions continue to pose public health challenges including hypertension, diabetes, cancers, and mental health.

Covid-19 Pandemic – Since the beginning of 2020, the COVID-19 pandemic has affected life as we know it and shifted the way we do business. COVID has restricted the normal business process in the form of travel restrictions, health precautions, social distancing requirements during field work have affected quality and technology adaptation demands which have led to increased data costs to support remote working. As PZ, we have to continue to adapt to these emerging changes and be flexible and nimble.

Target Population

The following groups will be targeted in line with the National Health Strategy:



1) Children, Adolescents and Young People - Children and the youth, particularly adolescents, are the future and therefore present both challenges and opportunities for addressing current and future health issues. This particular population group has shown deteriorating health indicators over the last five to ten years in terms of behavior change towards HIV and other sexually transmitted diseases, early sexual debut, unplanned pregnancies, high fertility, increased smoking habits, drugs and substance abuse, worsening perceptions about gender violence and unhealthy eating habits and lifestyles in general. The youth is one of the key affected population groups as most of their sexual reproductive health indicators are either deteriorating or remain high. The adolescent fertility rate in 2019 was estimated at 175 births per 1,000 women aged 15-19 years (MICS 2019).



2) Women - are disadvantaged by discrimination rooted in sociocultural factors and women and girls face increased vulnerability to HIV/AIDS. Women constitute over half of the population of people living with HIV. Some of the sociocultural factors that prevent women and girls to benefit from quality health services and attaining the best possible level of health include:

- unequal power relationships between men and women;
- social norms that decrease education and paid employment opportunities;
- an exclusive focus on women's reproductive roles; and
- potential or actual experience of physical, sexual and emotional violence.

While poverty is an important barrier to positive health outcomes for both men and women, poverty tends to yield a higher burden on women and girls' health



3) Key Populations - These are often extremely difficult to reach for critical testing, care, and treatment services due to structural barriers and high mobility. Globally rates of key populations accessing safe, effective and quality health services are extremely low, while stigma and discrimination, including gender- based violence, are high. Significant barriers, such as police harassment, societal discrimination and insufficient community- based capacity, prevent key populations from accessing the services they need. The targeted key populations include people living with disabilities, people who use drugs, male and female sex workers, men who have sex with other men and transgender people.



4) Men - This group has been left out in many programs and yet men contribute to the disease burden. Generally, men have low health seeking behaviors and yet data points out to them being affected by many of the diseases like HIV/AIDS, Cancer, Diabetes and TB. Men are also experiencing gender-based violence although they are known to be the perpetrators.

Current Stakeholders

PZ collaborates and has established relationships with various stakeholders to identify areas of shared interest and potential cooperation, complement efforts towards shared goals, share knowledge and develop new innovative ideas to address shared development challenges. Such stakeholders include government agencies, multilateral agencies, donors, technical and implementing partners, civil society, private sector and the community in general. The collaboration map below highlights stakeholders that PZ is currently collaborating with across the various projects and programmes.

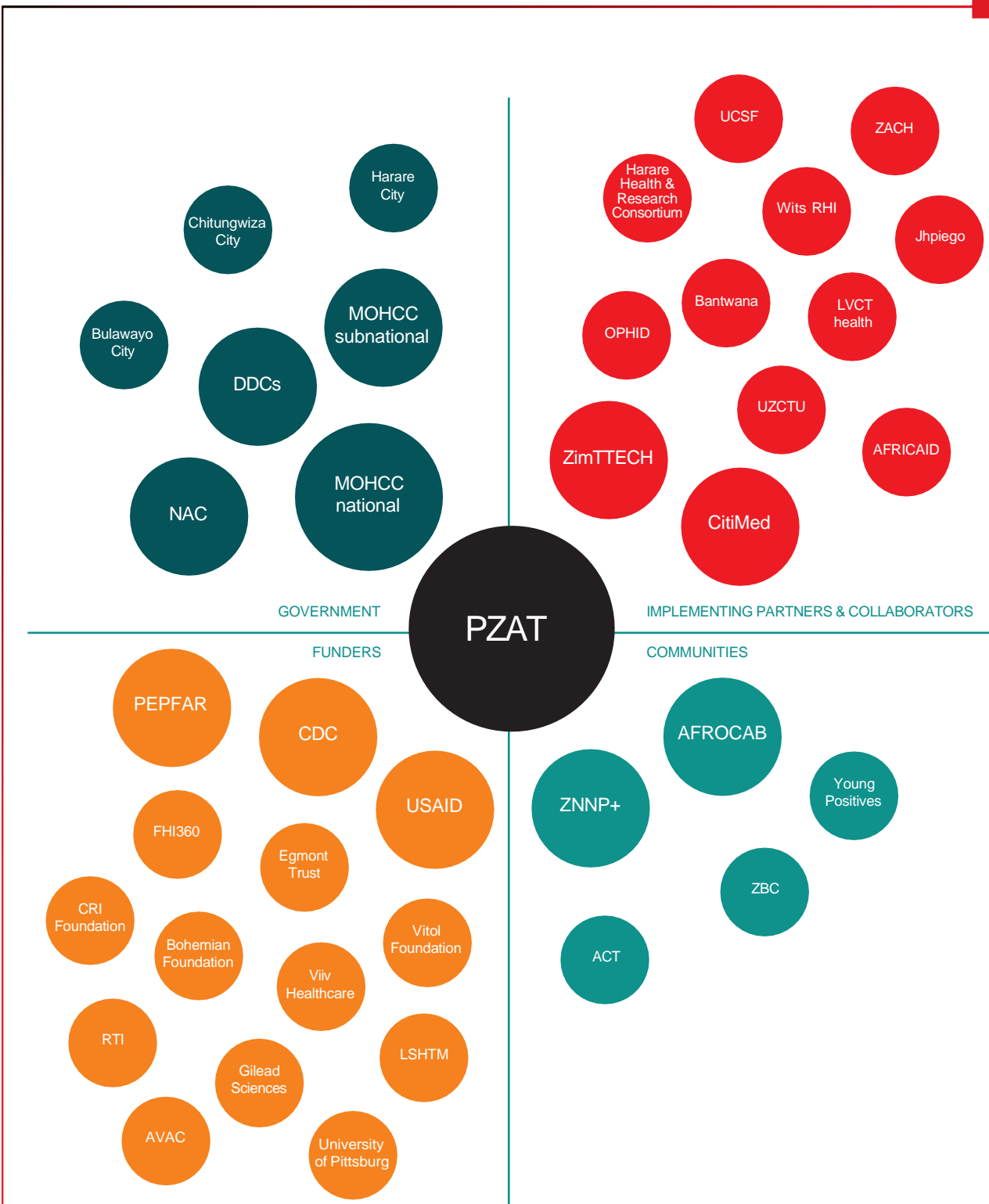


Figure 6: Collaboration Map for PZ

STRATEGIC PLAN

Vision

Pangaea envisions an environment in which all human beings live healthy, productive, and quality lives

Mission

PZ strives to transform the lives of underserved populations by working to increase access to quality, responsive, evidence based, client-centered comprehensive health services through facility and community engagement and policy advocacy

Organizational principles

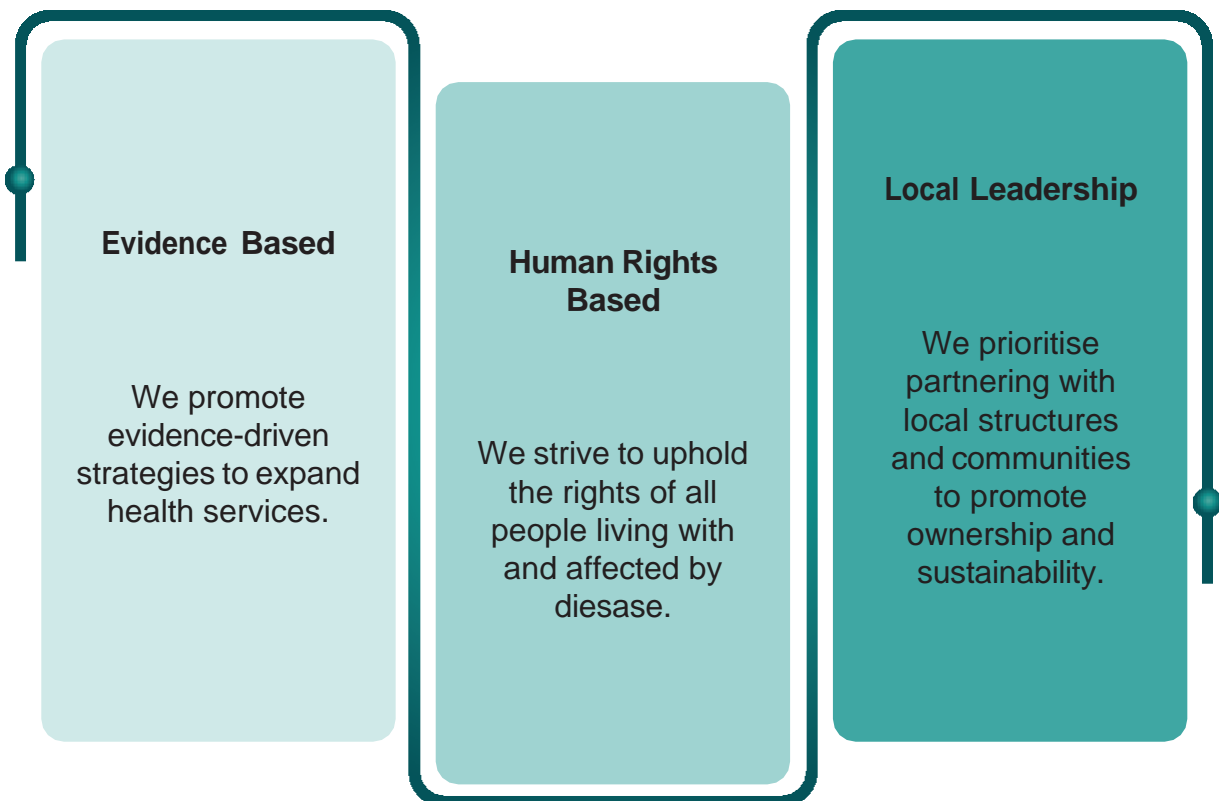


Figure 7: PZ Organizational Principles

Values

The core values represent the culture and norms that should be reflected in all areas of work at all levels within the organisation. In everything, we believe in inclusivity, integrity, equity and stewardship.

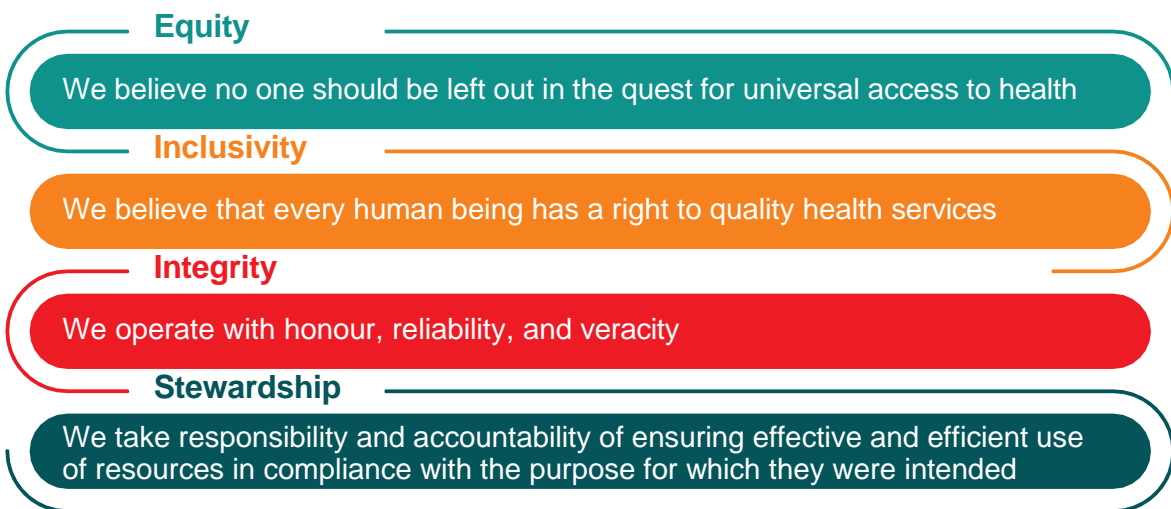


Figure 8: PZ Core Values

Theory of Change

If PZ invests in research and implementation science to generate evidence, and if PZ supports the development of evidence based policies, program implementation and uptake of health services including HIV prevention, treatment, and care to those that need them the most; and if PZ contributes towards providing compassionate care through safe spaces equitably, where priority and key populations can access and utilize health services effectively; and if PZ engages the communities in the design, implementation and monitoring of healthcare and contributes towards building the capacity and literacy of communities to demand, access and utilize health services effectively and continuously without fear, harm, or discrimination; then there will be evidence informed policy development and implementation; then there will be improved uptake of healthcare services by populations that need them most; then there will be improved access to services by priority and key populations then there will be improved effective utilization of health services which will contribute towards improved health outcomes among rural and vulnerable populations which will ultimately lead to a Zimbabwe in which the population live healthy, productive, and quality lives.

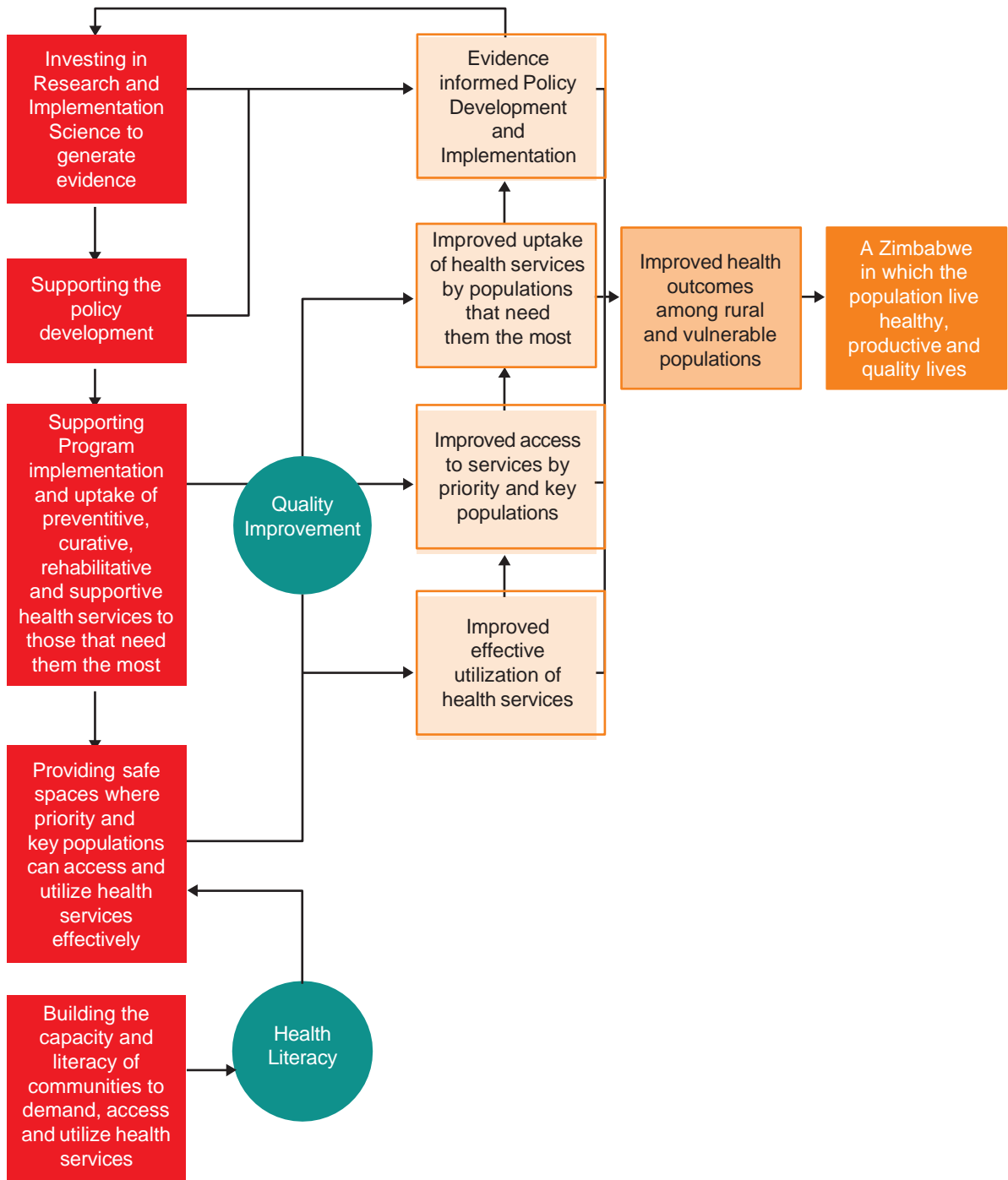


Figure 9: PZ Theory of Change

Organizational strengths

Pangaea Zimbabwe has a unique series of resources which encompass the skills and competencies that are important for success and sustainability and ensure strategic flexibility and competitive advantage. The long-term strategy of the organization is based on these core competencies.

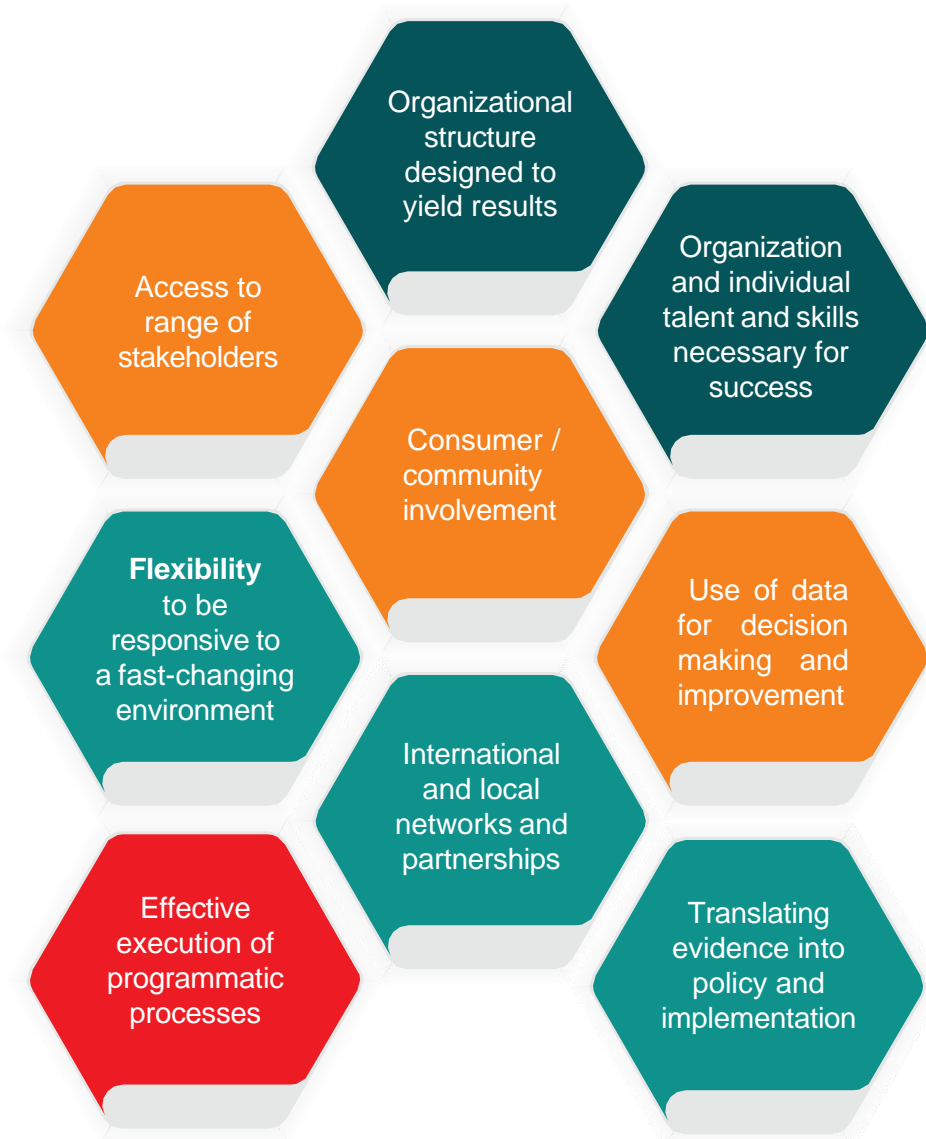


Figure 10: Current organizational core competencies

Hubs for focused planning and implementation

As PZ grows and expands, there is an intentional plan to strengthen and develop expertise hubs that form and inform most of our work. Our vision for each hub is illustrated in the figure below:

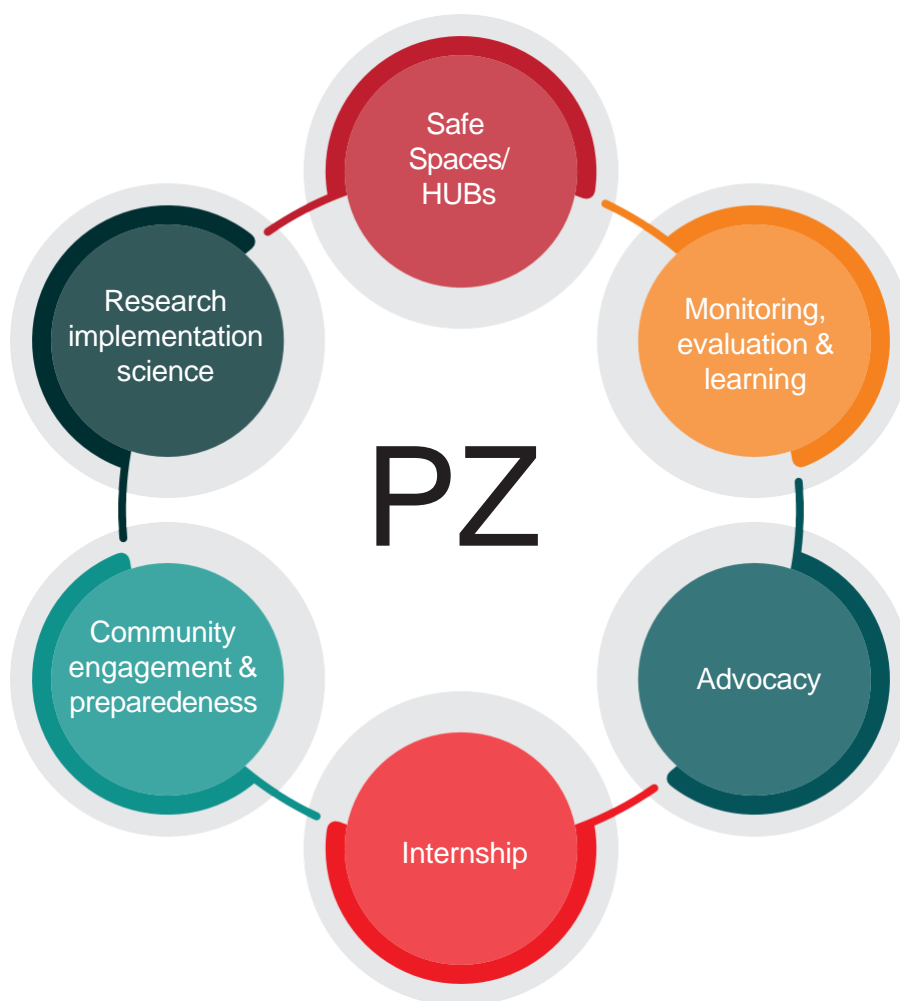


Figure 11: Hubs for focused planning and implementation

Research/Implementation Science Hub -

To build a research hub that attracts early career researchers in socio behavioural research. We intend to partner with research partners (regional and global) who will initially train and mentor our research staff. Over time, we would be a training hub for other researchers in the region and outsource our skill.

Advocacy Hub –

To champion causes or issues of high priority to PZ and effect change in research, implementation or policy. This includes amplifying voices of those infected or affected by disease and building their capacities.

Monitoring, Results, Learning and Results Hub –

To establish a MERL centre of excellence, which seeks to strengthen capacities of implementing partners in results tracking & evaluation of interventions with the goal of improving quality and effectiveness of health programs. The MERL hub will also host a learning unit for documenting and disseminating MERL learnings using tailored and relevant approaches that capture quantitative and qualitative outcomes.

Community Engagement and Preparedness Hub –

To strengthen communities by providing information that brings awareness/education that bolsters their knowledge in various disease areas through consultations, dialogues, trainings and development of targeted literacy materials.

Safe Spaces / HUBs! Hub –

To strengthen services and activities targeting adolescents and young people including KPs by addressing their health including SRH mental health needs as well as improving their economic capacities.

Internship Hub –

To groom graduands for real life work by offering a wide range of opportunities so they gain insight in the technical and administrative programmes of PZ while enriching their knowledge and experience in the health field. The internship programme will foster innovation and creative thinking to bolster PZ activities.

Strategic Pillars

Diversifying into a broader health and development portfolio

- To expand the portfolio and service offerings to other health and development areas beyond the current package such as TB, Malaria, non-communicable diseases and nutrition
- Identify talent in other health and development areas
- Competitively apply for funding in other focus areas beyond HIV.
- PZ implementing projects in other health areas outside of HIV and Sexual and Reproductive health

Geographical expansion to reach vulnerable populations

- To increase number of geographical areas of focus to at least 18 districts in Zimbabwe
- Expand into the Southern Africa region
- Needs assessment determined by disease burden, incidence, and prevalence

Form and formalize strategic and sustainable alliances

- To form and formalize strategic alliances with new Funders
- To form and formalize strategic alliances with implementors
- To form and formalize strategic alliances with research/ academic institutions
- Improving PZ visibility at different fora
- Implementors: Identify and network with strategic organisations, including CBOs and other players in existing focus areas plus targeted new areas

Increase investments and improve the quality of funding

- To broaden the scope and ratio of restricted vs unrestricted funding and lengthening the funding cycle
- To develop and implement a resourcing strategy through a business development unit (BDU)
- Strengthen existing funding partnerships for continued funding collaborations
- Subscribe to institutions that release NOFOs
- Capacity building of staff in proposal writing
- Competitively apply for grants in different areas of health and development
- Diversify funding mix and expand portfolio of donors

Geographical expansion to reach vulnerable populations

- To institute research to build evidence base for the organization to determine priority areas of implementation and possible growth
- To create a knowledge management portfolio that will drive innovation
- Build organizational capacity and attract new skill to focus on research, including operational research
- Build knowledge management capacity among staff
- Use technology to ensure knowledge products are of high quality
- Publication of program and research results

Strategic Enablers

The organization aims to strengthen foundational enablers that will be critical to supporting the achievement of set objectives and the realisation of the organization's vision. These strategic enablers include:

Strategic enabler objective	Description
Build human resources capacity and competencies in line with organizational growth and scope of work	Focus will be on the recruitment and retention of critical staff with the right knowledge, skills and attitude in line with the dynamic scope of work and evolution of the organization. Where necessary, specific activities will be sub awarded to other institutions such as government agencies, networks of various population groups and community-based organizations to enhance collaboration, expand reach and improve effectiveness.
To build research and innovation capacity within the organization	Enhance the ability of PZ to learn from and adapt to needs and challenges arising both within the organisation and in the external environment. Innovation is critical for meeting the scale of current and future challenges, increase impact and stay relevant in a changing context.
Strengthen knowledge management and communication systems	Actively incorporate the experience and knowledge of staff members and partners through the development of practices, policies, procedures and systems in ways which continuously improve the ability of PZ to set and achieve goals, satisfy stakeholders whilst developing practice and value. The organization will continuously learn to be effective, learn to be efficient, learn to expand and be sustainable. Key steps include integrating learning into strategy and policy, gathering internal experience, accessing external learning, developing an organisational memory, creating a supportive culture and strengthening communication systems.
Invest in information communication and technology (ICT)	Maximise the potential of ICT in PZ's current and future work through investing in the necessary infrastructure and making digital literacy and knowledge of how to apply technology to health and development problems core competencies for all staff and leadership.
Establish systems and structures for an effective and efficient high-performance organization	Continuously employ organizational development (OD) as a tool for promoting change and helping the organisation to develop continuing capacity for handling change and learning from practice through the guidance of the Board, leadership and when necessary, a skilled external facilitator/consultant. Policies and systems will be reviewed and updated regularly.
Strengthen grant making and management systems	Streamline all grant-related functions such as opportunity discovery, workflow tracking and team collaboration and ensure transparency in the grant process including making sure that the funds granted are used according to the grantor's requirements

Strategic Pillar	Strategic Objective	Specific Objectives	Activities	Indicator (MER)	Method of verification
Diversifying a broader and development portfolio	To expand the health portfolio and service offerings to other health and development areas whilst consolidating current projects for better impact	1. Mapping of health gaps and priorities in the current districts	1. Conduct health needs assessment in the current districts (surveys/ desk review/ FGDs/ IDIs/ Landscape analysis etc.)	Number of needs assessments conducted Assessment reports	Assessment reports
			2. Phased implementation including capacity building for various cadres through training and mentorship	Number of cadres trained and mentored by grouping	Training and mentorship reports
			3. Support delivery of services i.e., site support and supervision; outreach; procurement of medicines and other commodities	a. Site level support visits conducted b. MOS of Stock of medicines procured by medicines group e.g., PrEP medicines. c. Outreaches conducted in the period by grouping/specific project	a. SSV reports. b. Consignment delivery notes c. Outreach reports
		2. Mapping out of social determinants of health in the current districts	1. Needs assessment (Nutrition/ Food security/ Education/ Economic strengthening/ GBV/ IPV)	Needs assessments conducted during the period on a. Nutrition. b. Education. c. Economic strengthening. d. GBV. e. IPV	Assessment report for each of the sections

Strategic Pillar	Strategic Objective	Specific Objectives	Activities	Indicator (MER)	Method of verification
			2. Training health workers/CBOs/ Ambassadors on screening and management of GBV/ IPV 2b. Community awareness raising 2c. Screening and management for GBV/IPV	Total trainings done to different groupings on a. Screening & mgt of GBV/IPV b. Community awareness	Training reports screening and community awareness
			3. Asset building (Financial literacy/ vocational training/ business startup/ ISALS)	a. Number of ISALS formed b. Number of Business startups c. Number of trainings on financial literacy conducted d. Number of participants attending vocational trainings	Reports, Success stories
			4. Referrals and linkage (Nutrition/ Education/ Food Security(Total people referred/ linked to Nutrition/ Education /Food Security	Referral reports
		3. Engaging stakeholders to establish partnerships and collaborations for addressing gaps identified	1. Develop and implement stakeholder engagement plan	3a. Stakeholder engagement plan developed 3b. Number of stake holders engaged	A completed stakeholder engagement plan

Strategic Pillar	Strategic Objective	Specific Objectives	Activities	Indicator (MER)	Method of verification
		4. Build organizational capacity to implement requirements of the expanded portfolio	<ol style="list-style-type: none"> 1. Resource mobilization (financial and non-financial) 2. Build human capital 	Total posts filled	Job contracts issued
Geographical expansion to reach vulnerable populations	Improving equitable access to health, based on priorities of underserved geographies	1. To increase number of geographical areas of focus in Zimbabwe	1. Engagement with MOHCC and other stakeholders to establish partnerships for expansion	New partnerships established Partnership agreements	Partnership agreements
			2. Phased scale up	a. Total number of new districts under PZ support	New districts for PZ implementation
		2. Expand into the region	1. Identification and engagement with potential collaborators	New collaborations established	Networks and platforms that PZ participate in
			2. Provide technical and implementation support in the region	<ol style="list-style-type: none"> a. Type of support given to organisations within the region b. Number of organisations receiving TA from PZ 	Reports, Training & Support materials developed by PZ. Evaluations
Strategic and sustainable alliances/ partnerships	To form strong and sustainable allies	1. Strengthen networking	1. Participate in various local, regional and global networking platforms	Participation in high level platforms	Reports/Minutes of meetings attended

Strategic Pillar	Strategic Objective	Specific Objectives	Activities	Indicator (MER)	Method of verification
			2. Establish strategic alliances and partnerships in line with the organisational vision	Strengthened alliances and partnerships	Networking meeting reports
			3. Assess current and future partnership through periodic administration of scorecard	At least one scorecard administered each financial year	Scorecards administered
Investments and funding	To increase investments and improve the quality and sustainability of funding	To broaden the scope and ratio of restricted vs unrestricted funding and lengthening the funding cycle	Develop and implement a fundraising strategy	One 3-year long fundraising strategy developed	Approved and shared strategy within PZ
			Competitively apply for grants in different areas of health and development	Number of Proposals/ Applications for funding done within the period	Proposals written and submitted
		Strengthen existing funding partnerships for continued funding collaborations	Cultivate donor retention and recruitment strategies e.g., regular website updates, newsletters, disseminate engaging project spotlights	a. Number of methods used for donor retention and recruitment b. Total donors retained per year of the strategic plan	Shared newsletters annually. Updated PZ website
			Develop a transformation statement on significant, specific and sustainable impact on health		

Strategic Pillar	Strategic Objective	Specific Objectives	Activities	Indicator (MER)	Method of verification
			Develop a customer relations plan for engagement, recruitment and retention of donors and partners	Customer relations plan developed	Softcopy/hardcopy plan shared among PZ staff
		To broaden the scope and ratio of restricted vs unrestricted funding and lengthening the funding cycle	Conduct regular internal rate of return analysis	Number of financial analysis done	Financial reports
			Diversify funding mix and expand portfolio of donors	a. Number of new funding partners b. Diversification of funding partners	Grant agreements
		Capacity building of staff in resource mobilization	Develop capacity and expertise on fund raising (connectors, askers and engagers(in the organization	Enough HR for fundraising (either by hiring/capacitating internal cadres(Job contracts issued or amended platform
			Employ digital platforms to reach out to a wider audience		

Strategic Pillar	Strategic Objective	Specific Objectives	Activities	Indicator (MER)	Method of verification
Learning and growth	To invest in staff as well as build out programmes with systems that ensure strategies, impact and best practices are better understood, documented and disseminated.	To institute research to build evidence base for the organization to determine priority areas of implementation and possible growth	<ol style="list-style-type: none"> 1. Build a successful Research HUB that will train and build capacity of research trainees 2. Build alliances with research institutions to partner for specific projects 3. Initiate relevant research or implementation science to inform policy and implementation 	<ol style="list-style-type: none"> a. A research hub built and capacitated b. Number of alliances with research institutions 	A PZ commissioned research Hub
		To create a knowledge management portfolio that will drive innovation	To build a successful MERL HUB that will train and build capacity of organisations	A PZ MERL department built and capacitated	Well-staffed MERL department in place
		Build organizational capacity and attract new skill to focus on research, including operational research	Initiate a Socio behavioral research fellowship program that attracts Zimbabwean early career researchers	One research fellowship initiated within the period	Research fellowship initiated and information about it known to all PZ staff
		Build knowledge management capacity among staff	Career supporting scheme	Number of staff members benefitting from the career supporting scheme	<ol style="list-style-type: none"> a. Approved study leave forms b. Awards received by staff

Strategic Pillar	Strategic Objective	Specific Objectives	Activities	Indicator (MER)	Method of verification
		Use technology to ensure knowledge products are high quality	Setup an electronic data and information management system of	One PZ data warehouse developed, implemented and maintained	Data warehouse in place and accessible by authorized users
		Publication of program and research results	Submit abstracts. Write manuscripts. Publish on PZ social media platforms success stories	a. Total abstracts developed and submitted annually b. Number of published success stories annually	a. Published journals. b. PZ webpage. c. Other social media platforms

EVALUATION OF THE STRATEGIC PLAN

To ensure that the PZ strategy is implemented and does not just become a “shelf document”, monitoring and evaluation are essential. The monitoring and evaluation plan will provide much-needed feedback for informed decision-making by putting evidence at the center of the policy process. This will be done at three phases/levels. The first level will involve process monitoring of the implementation of the strategy itself. This level will be undertaken as part of the management function and will utilize a set of milestones that will need to be achieved during the life of this organisational strategy implementation. As part of the monitoring and evaluation framework of the strategy, a set of milestones for the life of the strategy will be developed. The strategy implementation will then be monitored based on the management endorsed milestones.

The second level will focus on monitoring and evaluating the outcome of the strategy in achieving the set objectives and coverage targets as per the strategy’s monitoring and evaluation framework. The third level will involve impact evaluation of the strategy towards achieving its intended long-term goals. To assess this, PZ will conduct mid-term and end-term reviews of the PZ programme. Where possible, the monitoring and evaluation of the strategy will utilize existing monitoring and evaluation structures and systems. For purposes of monitoring and evaluating the impact of the strategy, a results framework detailing the output, outcome and impact, indicators and targets for the period of this strategy, data sources, and frequency of data collection and reporting was developed. The existing PZ monitoring and evaluation plan will be used to give guidance to the second-level monitoring and evaluation methodologies/activities.

The following principles will guide PZ Monitoring and Evaluation Framework:

Improve accountability for delivering on commitments

Provide regular internal and external communication on progress vis-a-vis Strategy implementation and lessons learned

Provide real-time learning to drive continuous improvement to programme design

Indicate clear milestones for revision and “refresh” of Strategy

Avoid duplication of existing monitoring and evaluation processes

Establish proper resourcing to support effective monitoring and evaluation

As stated before, three mechanisms will be used to monitor and evaluate implementation of the Strategy:

- a. Learning Plan
- b. Annual Results Reports, and
- c. Mid-Term Review of the Strategic Plan.

The Learning Plan

The Learning Plan will facilitate the implementation of the Strategy. It will document key assumptions and questions pertaining to the implementation of the Strategy (e.g., are key populations aware of the KPs Strategy, do they understand what it means for them, what are unanticipated challenges, are resources being reallocated to align with new strategic priorities, etc.) and establish a process for answering such questions and documenting lessons learned. This information will be reviewed by the leadership team on a quarterly basis and will be used to adjust the process for implementing the Strategy.

PZ Annual Results Report

These annually recurring internal evaluations are completed to evaluate progress in outputs, outcomes and impacts against the indicators in the Strategic Plan. These strategic indicators are developed along with this strategic plan.

Mid-Term Review

This internal evaluation will be conducted at 18 months which is the mid-point of this Strategic Plan to evaluate progress. The mid-term review for this four-year strategy will be done in December 2023 assuming it runs in the calendar year. Updates will be made to the results framework where possible and appropriate, so that it better aligns with the strategy.

To effectively implement these three mechanisms, the Strategy needs to be translated into a results framework with quantifiable input, process, output, outcome, and impact indicators. Targets then need to be identified for each indicator.

Results Framework

The results framework below illustrates the Intermediate Results which contribute to the overall PZ mission statement.

Figure 12: Results Framework

