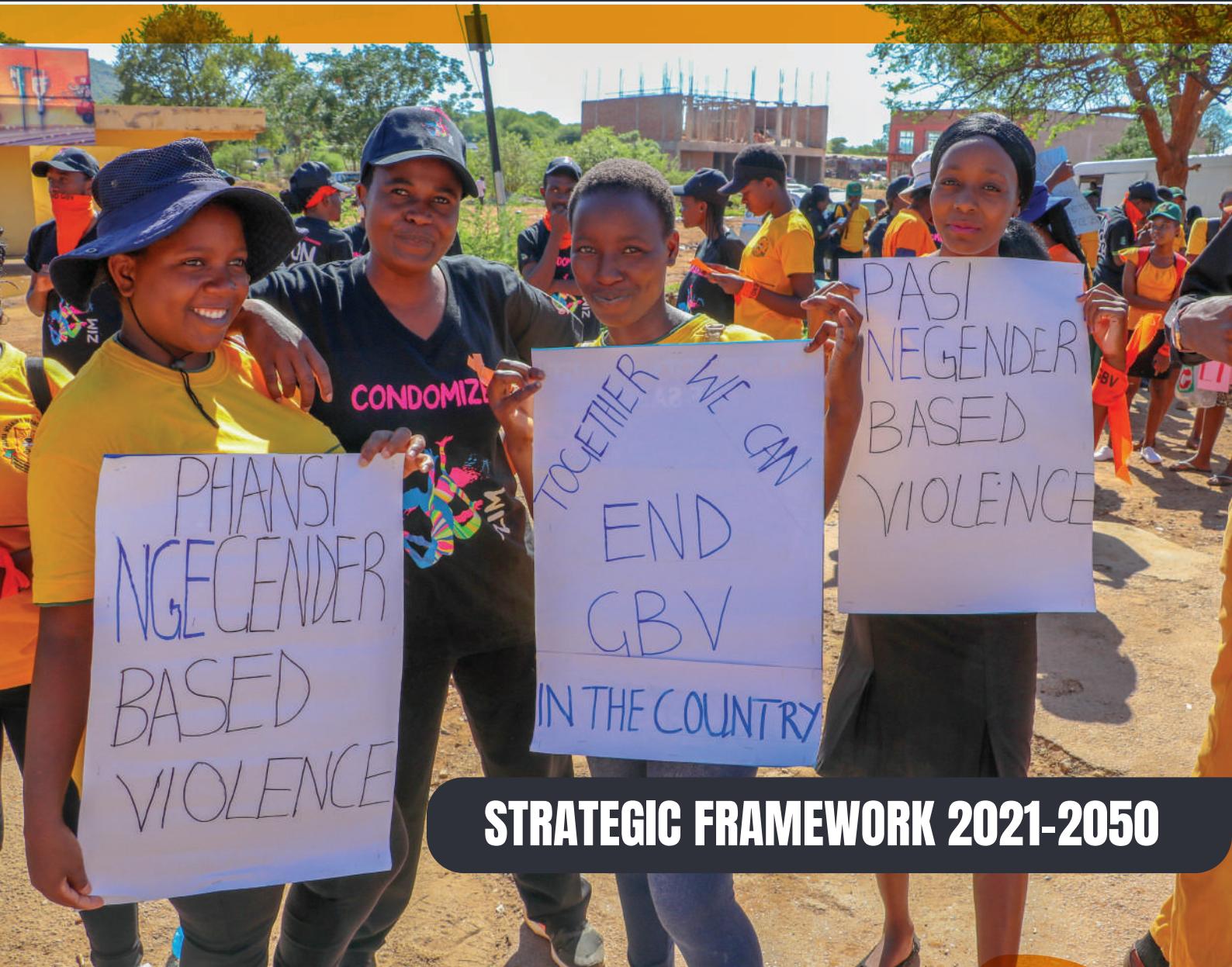


# Action 4 Health & Education Rights



**STRATEGIC FRAMEWORK 2021-2050**

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# OVERVIEW OF THE SAYWHAT STRATEGIC FRAMEWORK 2021 - 2050

The SAYWHAT Strategic Framework 2021 - 2050 invokes a call to action for the members of the SAYWHAT movement of students and youth to address public health, education and child safeguarding issues at local, national, regional and pan-African levels. This framework will direct the SAYWHAT movement into its next stage of growth over the next three generations, driven by 6 Action areas:

1. Consolidating the work done under previous strategies whose successes led to programming for students and youth through an integrated approach that sought to capacitate and support students and youth in leading and sustaining the movement in promoting and defending their rights in public health beyond their SRHR. As of 2021, the SAYWHAT movement can assert itself as a viable institution that understands the strategies to capture and retain the interest of students and youth whilst also engaging with strategic partners at both college and national levels, sub-regional and pan-African levels which ensures that youth and students have access to SRH services, commodities, and rights.
2. Expanding the movement's programming scope from sexual and reproductive health to focus more broadly on public health because students and youth face broader health challenges beyond their SRHR. On this, SAYWHAT will not abandon its work and primary focus on reproductive health. It will expand its advocacy work to link with and focus on other youth's public health challenges to ensure it promotes action for ALL health rights. The experiences from the COVID-19 pandemic showed the world that the state of public health in a country has a significant implication on how far it will be able to respond to and cope with health emergencies and continue to provide essential services in emergencies. The state of public health in Southern Africa was disturbed by COVID-19 and continues to be at risk of other future and looming challenges, such as the unprecedented impacts of climate change. If anything, the experience of COVID-19 and the relationship between climate change and health demonstrates how the enjoyment of SRHR is related to the broader sphere of public health. In this regard, SAYWHAT will focus more on public health governance.
3. Re-energising the students' and youth movement to address health rights by taking back and retaining students and youth to and at the front and centre of the SAYWHAT's interventions post the COVID-19 pandemic that had decimated students and youths' structures of organising and movement building. As a result of COVID-19 restrictions, youth were unable to meet and engage as they used to in sharing information and planning for campaigns and action in response to SRHR issues that confronted them. Although transitions were made to utilise various digital platforms, access to these platforms remained a challenge for some sections of the youth resulting in marginalisation and increased vulnerability for some. Under this strategy framework, the SAYWHAT movement will design interventions that ensure youth reclaim their role in addressing their SRHR challenges through their own spaces and structures, including efforts to democratise access to digital platforms.
4. Within the scope of this strategic framework, SAYWHAT will evolve into becoming a sub-regional and pan-African movement that operates within the SADC, ECOWAS, EAC and Maghreb Union sub-regions, thus creating a movement where students and youth in Africa converge to address public health and education rights and governance issues affecting children, adolescents, students and youth. SAYWHAT will build on the regional work that has successfully begun regarding the hosting of the Southern African Regional Students and Youth Conference on Sexual and Reproductive Health (SARSYC) since 2015 and the implementation of the Girls Education Advocacy in the Region (GEAR) project in Malawi,



Zambia, and Zimbabwe. To successfully lay the foundation for energising the next three generations of students and youth, leading the action to gain access to and sustain all their Public Health and Education rights, and cope with the impacts of climate change on their vulnerabilities and access to public health, the SAYWHAT institution will transform and expand its programming and organisation structure into a sub-regional and pan African student and youth-focused organisation during this strategic framework period.

- 5.** The introduction of strategic work on Child Safeguarding will address the continued vulnerabilities that children, youth, and students face and ensure they have more choices and can enjoy their rights. Through this, SAYWHAT will ensure that children and adolescents who live in poverty are prioritised so that their access to education and health services is promoted, reducing their vulnerability to sexual and reproductive health rights violations. The SAYWHAT movement commits itself to push for governments to provide social protection and health services (including sexual and reproductive health information and services) to secure health rights. SAYWHAT will design interventions that utilise a life-course approach essential in meeting diversified demands and translating demographic dividends across the African sub-regions into human capital.
- 6.** Strengthening and building capacities of like-minded and youth-focussed CSOs-SAYWHAT will strengthen its role in building capabilities of emerging and existing like-minded Youth-focussed Civil Society Organizations at local, national, regional and pan-African levels. SAYWHAT will grow into a capacity hub and incubator of professional development for youth organisations in Africa, tapping from its experience of over two decades of championing SRHR for students and youth in Zimbabwe and Southern Africa. SAYWHAT uses a Regional Grant Making Model to support and capacitate 10 CSOs from 5 African countries under the SET project. SAYWHAT will empower youth organisations and CSOs to manage youth grants effectively through well-structured and tailored mentorship and leadership development programmes. The movement will identify and nurture young leaders and advocates who champion the health and education rights of children, adolescents, students and youth across Africa. The capacitated youth focused CSOs will eventually become part of the more prominent SAYWHAT Movement by 2050.



## Vision

Generations of healthy and empowered young people (students, youth, adolescents and children) across Africa..



## Mission

To promote students, youth, adolescents and children's access to health and education rights, services & commodities across Africa.



## CORE VALUES

**Focus:** the SAYWHAT movement ensures that all interventions by the movement are deliberate and have a purpose while paying great care and attention to the interventions being students and youth focused.

**Energy:** the SAYWHAT movement and all who serve in its secretariat embrace the youth energy by being cheerful, lively, clear, vibrant, and intelligent.

**Accountable:** SAYWHAT takes the responsibility to explain and justify its actions and interventions and use of resources to all members of the movement and all external stakeholders it works with.

**Responsive:** SAYWHAT is driven by a desire to react quickly and positively to the needs of students and youth within and through their formations.

**Innovation & Learning:** the movement shall adopt and operate in sync with innovations and developments in information and other technologies which have a bearing on modes of reaching out to its target population with program interventions.

### Who is SAYWHAT?

The Students and Youth Working on reproductive Health Action Team (SAYWHAT) is a student and youth social movement birthed in 2003 with the express ambition to contribute to the existence of healthy and empowered students and youth in institutions of higher learning in Zimbabwe who thoroughly enjoy their sexual and reproductive health rights. Since its inception, the SAYWHAT movement has pursued its mission through demand generation, student-friendly SRH information and education, and gender-sensitive programming. The movement's work has been primarily led and driven by student structures in tertiary institutions and young people trained and supported as community activists and cadres in communities. The SAYWHAT movement has evolved over the years and has expanded its scope of work beyond SRHR to embrace public health, education and child safeguarding programming. It has also spread its tentacles beyond the borders of Zimbabwe into the Southern African region, where it has established strong collaborations and networks under the Southern African Students and Youth Consortium (SARSYC). The movement aspires to become a sub-regional and pan-African movement with continental coverage by 2050. SAYWHAT was initially registered as a Trust in 2007 and then upgraded its registration into becoming a Private Voluntary Organisation in 2017 under the PVO Act of Zimbabwe [Chapter 17: 05] (34/2017).



### The SAYWHAT Core Business/Mandate

The SAYWHAT movement mobilises students, youth, adolescents and children to actively and meaningfully promote the global targets and goals for improved health (including SRH), education and children's welfare at national, sub-regional and pan-African levels. SAYWHAT fosters a sharp sense of personal and collective responsibility among students, youth, adolescents and children for promoting good health and education outcomes. The movement majors in creating safe spaces for young people (students, youth, adolescents and children) to improve their access to health and education, thus reducing inequalities amongst different subpopulation groupings of young people.

### The SAYWHAT Approach

SAYWHAT's approach is rooted in capacity building of students and youth, knowledge generation and information sharing. It is also founded on networking, advocacy, child protection and climate change adaptation and support to ensure improved access to services and commodities for young people. SAYWHAT's SRHR programming model has been firmly embedded in gender equity, equality, and human rights. Its intricate focus on SRHR, gender equity and equality, as well as human rights, leads to the institution of the SAYWHAT movement interfacing with and being the rallying point of diverse subpopulations and key populations (KPs) of young people including but not limited to young people living with HIV, young people with disabilities, students in tertiary education, in and out of school youth as well as children below the age of 18. The foundational approach to all the elements of the SAYWHAT approach is Research. The outputs from the research conducted as an entry point of programming inform the development of the preceding approaches, thereby emphasising that all programming will be evidence-based.

### Where SAYWHAT works?

The epicentre of SAYWHAT's work is tertiary institutions where the movement draws its membership and provides platforms for students and youths to discuss sexual and reproductive health and health challenges and develop solutions to these challenges and opportunities from the perspectives of students and youths. The movement also operates in non-tertiary spaces where adolescents, children and other groupings of youths are found. In such spaces, the movement works with and through established community structures and like-minded youth and other CSOs in reaching out to the target youth groups. The movement also works with national, regional and sub-regional youth networks and platforms through the Southern African Students and Youth Consortium (SARSYC).

# CONTEXTUAL ANALYSIS OF THE STRATEGIC FRAMEWORK

## Regional trends

The COVID-19 pandemic affected every organisation's operations worldwide, including development partners and civil society organisations (CSOs). The pandemic shifted development priorities towards emergency health interventions whilst also exposing the inefficiencies within the Zimbabwean, Southern African and the pan African context, particularly in the health sector. With tertiary institutions closed and eventually opening within the blended learning framework, the pandemic created new challenges and opportunities amongst students and youth. The accompanying economic challenges have also made more students vulnerable to various challenges, including SRHR.

Although sub-Saharan Africa is experiencing an overall decline in the number of births per woman, adolescent birth rates remain high in many countries. Annually, births to adolescent girls aged 15 to 19 account for 16 per cent of all births in sub-Saharan Africa. The youngest mothers are the most likely to experience complications or death due to pregnancy and childbearing. Sexually active young women often face obstacles to accessing contraceptives and health services, increasing the risk of unintended pregnancy and unsafely performed abortions in formal and informal Health Service Delivery. Systems. Young men need information and services to be partners in preventing unintended pregnancies .

Eastern and southern Africa remain the sub-regions most heavily affected by HIV, accounting for approximately 55% of all people—and two-thirds of all children—living with HIV. The two sub-regions have made the most substantial progress against the HIV pandemic since 2010: new HIV infections declined by 43% overall from 2010 to 2020 and by 64% among children (aged 0 to 14 years), the sharpest reductions in any region . The region came very close to achieving 2020 targets for testing and treatment, a remarkable achievement gave the high burden of HIV in the region. Countries such as Eswatini, Namibia and Zambia have shown tremendous leadership in advancing towards the 90–90–90 targets, with Eswatini already reaching the 95–95–95 targets. Overall, 50% fewer deaths were due to AIDS-related causes in 2020 than a decade earlier .

Although progress has been made, condom use remains low, and few adolescents take advantage of HIV testing and counselling services. In addition, girls continue to face a higher risk of HIV infection than boys. Young women need confidence and competence to negotiate condom use, and young men need to recognise the importance of consistent condom use for their health and that of their partners. Sexual violence and coerced sex are also common in relationships, especially among female adolescents and young women.

In terms of access to services and commodities for young people, some challenges persist, fuelled by issues of confidentiality and privacy; limited operating hours and long waiting times; attitudes of service providers; adolescent and youth's fear of judgement; social norms and perceptions of young people's agency and rights to SRHR; and some structural barriers such as physical and communication barriers at health care facilities.

Some harmful practices persist, putting children, adolescents, and youth at risk, including Violence against Children (VAC) and Gender Based Violence (GBV). National population-based surveys by UNICEF



and CDC in Eswatini, Kenya, Malawi, Tanzania, and Zimbabwe have shown that over 70% of boys and girls reported severe beatings. Reporting of incidents of violence to the police is poor, with 50% for girls and even lower for boys. Of those who did report, less than half received services.

Young people comprise the most significant proportion of the population in sub-Saharan Africa, with more than one-third of the population between the ages of 10 and 24. And sub-Saharan Africa is the only region where the number of young people continues to grow substantially. By 2025, the number of young people (aged 10 to 24) in sub-Saharan Africa is expected to increase to 436 million; the population will increase to 605 million by 2050. Although this scenario presents challenges, with suitable investments, nations have an unprecedented opportunity to capitalise on the potential of their young population to strengthen economic growth and national development.

The impacts of climate change have also been significant within the Southern Africa region and the Sub-Saharan region in general. Young people, particularly young women, tend to be the most affected by climate change as they are responsible for household economics and chores such as fetching water, laundry, and cooking. Droughts, floods and natural disasters affect entire communities with challenges related to access to food, water and disease outbreaks with limited access to health and social services—flooding results in children missing school as they cannot go to school when there is flooding. After the floods, infrastructure is often destroyed, further impacting access to education, especially for girls in rural and marginalised communities. In some cases, there are no sources of clean water, which results in health issues such as cholera and typhoid, as well as the inability of girls to meet their menstrual health hygiene needs.

Drug and substance abuse and associated mental health challenges are a growing pandemic amongst youth and young people in Southern Africa. Between 2000 and 2015, the continent's population grew by 49%, yet the number of years lost to disability due to mental and substance use disorders increased by 52%. Poor adolescent mental health and psychosocial well-being result in a range of risky behaviours, including self-harm, tobacco, alcohol and other substance abuse, risky sexual behaviours and violence, the effects of which persist throughout the life course.

Several international laws and statuaries adequately support the work proposed under the SAYWHAT Strategic Framework, campaigns and policies for sexual reproductive health and rights which support or align with the work of the SAYWHAT movement, such as the SDGs and SADC SRH Policy, as well as constitutions and policies of targeted countries in the projected growth trajectory across the sub-regions and the African continent.

### **The Zimbabwean Context**

Despite being non-partisan in its approach to work, contestations that accompany national elections often result in shrinking civic space; advocacy and lobbying become challenging for the SAYWHAT movement and other CSOs. On the other hand, these elections offer an opportunity for SAYWHAT to shape the agenda of the next government by ensuring that issues of public health, including SRH and



public health governance issues, are part of the priorities that are outlined in the electoral manifestos and, therefore part of the electoral agenda.

On the economic front, Zimbabwe has been going through economic challenges for over a decade, with dynamic fiscal and monetary policies changing annually. In the current context in Zimbabwe, inflation rates are high, while exchange rates fluctuate with prices of basic commodities and services rising frequently. The economy's continued decline has seen a rise in costs for services which has a bearing on access to SRH services, especially for hard-to-reach communities. Given that the work the SAYWHAT movement carries out is donor dependent, the tax regime, which includes a 2% tax on all transactions and a 30% withholding tax, impacts the cost of doing business for the SAYWHAT institution.

Culture, tradition, and religion significantly impact issues such as using protection and contraception, child marriages and gender-based violence. Some religions discourage contraception, while some promote child marriages, thus affecting the work of the movement when engaging with young people in general and children who have compromised voices about their sexuality choices. Despite significant progress made in the past few decades, globally, about 12 million girls are married before 18 every year, with severe consequences for their health, education, safety, and prospects. Child brides are more likely to drop out of school, get pregnant, experience traumatic childbirth and gender-based violence, and contract HIV and other sexually transmitted infections. Complications from pregnancy and childbirth are a leading cause of death among girls aged 15–19 globally.

Patriarchy has resulted in significant challenges, particularly when addressing issues concerning the sexual reproductive health of adolescent girls and young women. Patriarchal values still dominate most homes, and cases of GBV are more prevalent in families, particularly by 'respected' patriarchs. Safe abortions are another topic that has proven difficult to address, as the concept is considered taboo within the religious and social context. In Zimbabwe, abortions are still regarded as illegal.

Technological advancements have introduced ICT-based engagement platforms, crucial in sharing SRHR information amongst students. However, there have also been negative consequences of technology, including cyber-bullying, online harassment, stalking, internet fraud and non-consensual circulation of explicit images and videos.

The issue of drug and substance abuse has continued to rise and has affected many youths in Zimbabwe and the Southern Africa sub-region. Drug and Substance abuse has a direct implication for overall health as well as the vulnerability of youth to SRH issues, as they cannot assert and adopt protective sexual behaviours when they are under the influence of both drugs and substances. The issue of mental health is linked to the problem of drug and substance abuse and complications in relationships among youth and students.

# THE SAYWHAT PROGRAMMING FRAMEWORK

SAYWHAT will pursue the following defined but flexible programming framework to achieve the strategic objectives set for realising its vision of “Generations of healthy and empowered young people across Africa”. Therefore, all SAYWHAT programmes and organisational formations will be designed, developed and implemented per the defined programming framework.

## **Pre-Defined Programming Areas**

### **PROGRAMMING AREA 1: YOUTH AND STUDENTS ORGANISING & LEADERSHIP**

**Strategic Objective 1:** To empower students, youth, adolescents and children to have agency and skills to participate in meaningful public health education (including SRHR) and child safeguarding programs.

To sustain its identity as a student and youth-focused movement, SAYWHAT will dedicate its efforts to work that seeks to enhance student and youth (including adolescents and children) agency. The programme will empower children, adolescents, students, and youth to stand for and demand their health (including SRH rights) and education rights. Programming in this area will integrate SRHR with issues of life skills, access to quality education and other essential services, respect for academic freedom, livelihoods, and entrepreneurship, among other key development issues, to ensure that it creates more resilient children, adolescents, students and youth. The strategic objective informing this programming area focuses on building the capacity of adolescents and young people in life skills, leadership, and economic empowerment as essential aspects that reduce their vulnerability to health and SRHR challenges. This strategic objective will include mentoring and coaching methods that promote youth and students' full participation in adopting modern initiatives that address various SRHR challenges.

**Strategic Outcome:** Successive generations of students, youth, adolescents and children meaningfully lead and participate in local, national, regional and international Health, Education and Child Safeguarding platforms and programs.

### **PROGRAMMING AREA 2: YOUTH-FOCUSED KNOWLEDGE & INFORMATION SHARING**

**Strategic Objective 2:** To build knowledge and provide information that enables adolescents, students, and youth to respond to their health (including sexual and reproductive health) needs.

SAYWHAT will generate knowledge on various health-related issues. This knowledge will be used to provide information that enables student movement structures (LCC, PCC, NCC, peer educators) and student support structures (including college nurses, HIV and AIDS coordinators, student affairs departments, community-based youth organisations) as well as other structures and implementing agencies to better respond to health challenges and needs. Under this strategic objective, SAYWHAT seeks to create, produce, and broadcast knowledge to inform adolescents and young people on issues affecting their health. Information will be shared through social media channels, online TV, promotional materials, and print media.



Strategic Outcome: By 2025, there will be increased students, youth, adolescents and children's knowledge and information that promotes protective and responsible health (including sexual) behaviours.

### PROGRAMMING AREA 3: ADVOCACY AND CAMPAIGNING

**Strategic Objective 3:** To influence college and community-based, national and sub-regional policies and structures which are responsive and that address the continued health (including SRHR) and education challenges of students, youth, adolescents and children in Africa.

SAYWHAT will lobby and advocate for policy and structural changes at all levels to ensure a supportive environment and adequate resources to support the health (including SRHR) and education of students, youth, adolescents and children. The first level of its advocacy initiatives will be individual colleges and community structures working with youth. There will also be regional advocacy initiatives or issue-based advocacy that will bank on solidarity among colleges that have similar challenges and national-level advocacy focusing on issues affecting all students and youth. National-level advocacy will also be projected at a regional level.

**Strategic Outcome:** Establish new policies/regulatory frameworks, adjust policy mechanisms, and implement policies and legal provisions addressing adolescent, student and youth public health (including SRHR) and education concerns at national and sub-regional levels.

### PROGRAMME AREA 4: HEALTH AND CHILD PROTECTION SERVICES

**Strategic Objective 4:** To strengthen partnerships and SAYWHAT's capacity to deliver health and child protection services and commodities for children, adolescents, students and youth.

Under this strategy, SAYWHAT will adopt a hybrid program service delivery approach. This approach will include continued delivery of services through partners while strengthening SAYWHAT's capacity to directly offer services to children, adolescents, youth and students. In its previous strategic plans, SAYWHAT has always promoted service delivery through various partners- an approach that primarily involved providing technical assistance. Through this proposed shift, however, SAYWHAT will seek to provide direct services that will enable it to control and direct the effectiveness and quality of outcomes, especially for marginalised target groups.

SAYWHAT will continue to partner with service providers to ensure the provision of SRH services (clinical and preventative) and commodity provision (contraception and sanitary wear) for all students and youth with varying needs.

This strategic objective ensures that adolescents and young people across Africa have unlimited access to health services that meet the required standard. To support this approach, SAYWHAT will invest in creating partnerships, providing accurate and scientifically proven information, capacity building and adopting cost-effective models.



The work on expanding access and provision of health services will include developing and managing service referrals and partnering with government and other stakeholders in child protection programmes to reduce their vulnerability. With the continued challenges stemming from climate change and climate-induced emergencies, SAYWHAT will invest in partnering and participating in the response mechanisms to ensure that the right to health is protected for all adolescents, students and youth regardless of their circumstances.

Specific areas that SAYWHAT will seek to provide direct services include the implementation of interventions that ensure adequate child protection and reduce early unintended pregnancies, improve HIV outcomes, improve outcomes for adolescent mothers, reduce child marriages, reduce gender-based violence, and improve SRHR and social connectedness for adolescent girls and boys in humanitarian and emergency settings.

**Strategic Outcome:** By 2025, there will be improved quality and comprehensive ASRH services and commodities for students, youth, adolescents and children in varying contexts and circumstances.

# THE UNDERLYING PROGRAMMING THEORY OF CHANGE

The Action for Health, Education & Children's Rights programming logic in this strategic framework is based on a theory of change that:

## **"If SAYWHAT:**

- » Invests in mobilising and building the capacity and skills of adolescents, students and youth;
- » Strengthens the evidence and shares information on the health situation of adolescents, students and youth;
- » Influences the policy and legal environment on ASRHR;
- » Partners with strategic stakeholders to ensure the provision of health and child protection services,

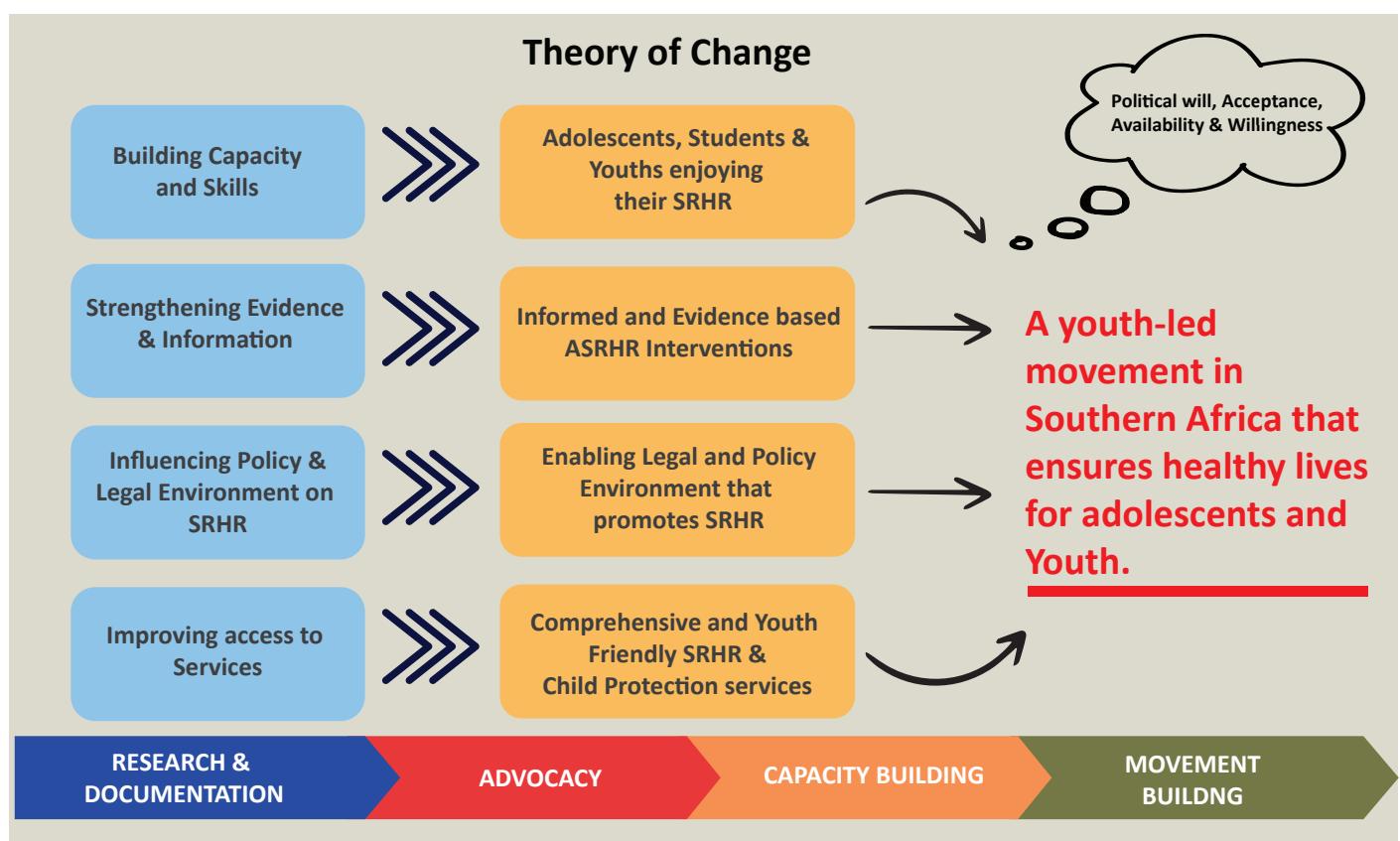
## **There will be:**

- » Improved and strengthened capacity (knowledge and information that triggers sexual and reproductive health-seeking behaviour) of adolescents, students, and youth networks and structures;
- » Existence and implementation of supportive policies, laws and frameworks on ASRHR; and
- » Availability of accessible, acceptable, quality, age and gender-appropriate adolescent, students and youth, friendly services.

## **Which will contribute to**

**'A youth- movement in Southern Africa that ensures healthy lives for students, youth, adolescents and children'.**

A visual representation of the Theory of Change is provided below:



# SAYWHAT STRATEGIC APPROACHES

To achieve the goals and objectives under this Strategic Framework 2021 - 2050, SAYWHAT will strengthen the capacity of students, youth, adolescents and children to enhance their agency whilst building knowledge and sharing information that empowers them and duty bearers to act and make decisions. The underlying strategy is to invest in building a movement that focuses on improving access to health and education and advocate for implementing policies and legal provisions that ensure improved access to rights, services, and commodities.

SAYWHAT will adopt the following principal programming approaches in the design and implementation of programmes in the pre-defined programming areas, i.e. (i) Capacity building, (ii) Movement building, (iii) Research and Documentation, and (iv) Advocacy and Engagement.

## *i. Capacity Building*

SAYWHAT will prioritise the capacity building of students and youth to build skills and competencies that enable them to prevent SRH challenges and mobilise others towards adopting positive behaviours. The capacity-building efforts will also focus on student and youth support structures that coordinate and implement interventions targeting these groups, such as student affairs departments and staff at various health facilities. To ensure that the capacity building is needs-driven, SAYWHAT will conduct various capacity assessments of the different structures to inform programming decisions.

## *ii. Movement Building*

All programming is rooted in building and strengthening the movement of students and youth. In SAYWHAT, movement building is about creating and sustaining innovative spaces for students and youth to organise and lead the various interventions designed and implemented in the different programming areas. Training will be on campaign and movement strategies as well as action design. Movement-building efforts will support students and youth structures without forcing the norms and structures of those movements to conform to hierarchical templates but rather embed flexibility and innovation.

Students and youth structures will require support/facilitation in technical and financial needs, documentation, and learning from the leadership and decision-making norms of the students and youth groups. This approach is critical to ensuring that all interventions are designed, implemented, and evaluated from the perspective of the students and youth, who are the primary drivers and beneficiaries of the movement's interventions. Although students and youth will primarily lead the movement, it will not isolate other actors concerned with the welfare of youth and students, such as student affairs departments in tertiary institutions, which will find space and relevance in these movements. The movement-building efforts will be directed at existing structures, such as peer education and the Local Coordinating Committees in the colleges.

### **iii. Research and Documentation**

Under this strategy, the Secretariat of the SAYWHAT movement will carry out research and documentation that ensures that all programming is evidence-based and data-driven. Approaches that include student or youth-led participatory research will be adopted to generate evidence for advocacy based on the lived reality of students and youth.

To build a culture of learning, a deliberate MEL framework that generates new knowledge, evidence-based alternatives and communicates impact will be implemented. As a learning institution, SAYWHAT will improve its capacity to continuously track, measure, and build on learnings from the previous implementation. This entails examining how culture, capacities, context, and infrastructure influence the changes anticipated under this strategic framework period.

Under this strategy, SAYWHAT will invest in a more robust, consistent documentation and knowledge management system across all programmes such as Management of Information Systems (MIS) and enhance resource centres to provide platforms for sharing knowledge on best practices, storage of research as well as broader reading and sharing of information.

### **iv. Advocacy and Engagement**

Advocacy is at the centre of SAYWHAT's work at both national and regional levels. The movement's advocacy efforts will influence policymakers and duty-bearers to make policy changes, including creating supportive policies, reforming or removing harmful policies, or ensuring the funding and implementation of supportive policies on the various issues of focus identified. Advocacy represents the strategies devised, actions taken, and solutions proposed to influence decision-making.

The success of the movement's advocacy efforts is rooted in the other three strategic approaches in that capacity building of students, youth, and their structures is important in creating a generation of youth with the agency to push for the issues that require policy and practice reforms. Based on this capacity, the youth and students will then organise themselves, under the support of the movement's Secretariat, into thematic clusters and alliances that push for various issues that require reforms. Research and documentation, on the other hand, will ensure that information and evidence is gathered and can be used to support the various advocacy efforts, as effective advocacy needs to be rooted in accurate information.

Strategic engagement platforms will be coordinated and convened to advance advocacy positions and efforts. For advocacy to succeed, various products, such as policy briefs to engage with policymakers and solution-holders, will be developed. Incubation of strategic partnerships with allies that will support the cause and provide the needed support will be an essential component of the engagement strategies.

# STRATEGIC INSTITUTIONAL SHIFTS

To ensure effective programming under this strategy framework, organisational shifts in the various organs and structures of the movement will be required to make them “fit for purpose”. The following shifts are anticipated in the short, medium and long term. Such shifts represent the areas in which the Strategy Framework is adaptive and flexible enough to respond to changes in the context, the operating and socio-political context, and emerging priorities, threats and opportunities facing the students and youth movement.

## **Strategic Shift 1: Expansion or contraction of thematic focus in programming**

In the short term, SAYWHAT seeks to consolidate its work on child protection and expand its programmatic focus to look at the broader public health challenges over and above its traditional focus on SRHR. This strategic shift has been driven by the need to focus on public health, not just SRHR, because of how SAYWHAT has learnt that the health and well-being of students and youth require attention from a holistic perspective rather than narrowly focusing on some aspects over others. Through strategic partnerships, SAYWHAT programming will expand into other Public Health and Child Protection aspects to ensure no lopsided results from its interventions.

## **Strategic Shift 2: Targeting for SAYWHAT programming.**

Since its establishment and intrinsically because of its name, SAYWHAT has been known as an organisation that focuses on students and youth. Over the years, however, it has been realised that students and youth issues are connected to those of adolescents and children. A short-term shift in targeting will see the emergence of interventions designed to target children and adolescents to complete the circuit of the interventions. Efforts and interventions at the earlier stages of young people directly affect what happens later in their lives as they become students and youth. Under this strategy, the movement will support the government's and other players' efforts in shaping and influencing models for “child and adolescent appropriate” interventions that provide the necessary empowerment and safety nets that reduce their vulnerability.

## **Strategic Shift 3: Expansion of the students and youth movement**

Building on the demand for SAYWHAT programmes and on the success of the GEAR alliance, the growth of the movement through the expansion of regional programming for the other SADC countries is a short-term shift targeting Zambia and Malawi. In the medium to long term, development into different regional groupings such as EAC, ECOWAS and Maghreb Union is envisaged to achieve a pan-African continental student and youth-led movement.

#### **Strategic Shift 4: Diversifying and growing financing & resourcing options to achieve sustainability.**

Given the expansion of scope both geographically and thematically under this strategy framework, the movement will review its resource mobilisation strategy to expand its pool of resources and develop a sustainability plan. SAYWHAT will further seek to widen its partner portfolio within Zimbabwe, the region and internationally, focusing on expanding its opportunities to resource its work technically and financially. Considering its focus on children, adolescents, and youth, SAYWHAT will also incubate relationships with the corporate or private sector for potential support to the strategic but often marginalised groups.

#### **Strategic Shift 5: Innovating and digital activism**

Being a movement of students and youth, SAYWHAT has the human capital base and fertile ground to embrace the culture of innovation and actively undertake digital transformations that will revolutionise its work. Innovation and digital technologies will drive the strategies developed under this framework, including the ambition to be a well-documented, agile and networked movement. The advancement of ICTs will be leveraged for branding, fundraising advertisement, communication, and connectivity of SAYWHAT. SAYWHAT will seek to use ICTs in programmes, communication, Human Resources and Organizational Development (HROD) and financial management.

#### **Strategic Shift 6: Organisation design framework**

The organisation design and structure of the movement have been made up of a membership structure rooted in the tertiary institutions where the movement's members are primarily found, the students. The membership structure has been developed from the grassroots (LCCs) to the apex of the movement (the NCC), with the NCC being the supreme organ of the movement and having appointing and oversight authority over the technical structure, i.e. the secretariat of the movement. It is important to note that the NCC is also a participating organ in the membership and authority of the Board that oversees the Secretariat of the movement. The secretariat was set up to service and facilitate the movement's operations. At the same time, a board was put in place with delegated authority from the NCC to oversee the execution of the roles and functions of the secretariat. Due to the growth and expansion of the scope of the movement's programming, some aspects of the membership and technical structures have become dysfunctional. A significant shift in the short term is required. Continual review and expansion or contraction of the structures will be necessary for the medium to long term. As in the case of the programming framework, this adaptability makes the organisational framework flexible and capable of adjusting to changes in the programming framework, size of the movement and changing needs for technical services and support.

# THE ORGANIZATIONAL DESIGN OBJECTIVES FOR STRATEGY FRAMEWORK 2021-2050

Goal Statement: By 2050, a student and youth led SAYWHAT movement that champions healthy and empowered lives for generations of African students and youth will be firmly established and sustained.

## **Organisational Design Objectives**

During the Strategic Framework period, SAYWHAT will address the identified barriers to students and young people's Access to Rights, Services and Commodities through the following strategic organisational design objectives for the effective implementation of its programming strategies:

- » To strengthen and sustain the young people-led movement's adaptive and innovative secretariat capacity built on young people skills mapping, talent management, leadership development and diverse capabilities responding to the movement's needs.
- » To establish strategic communications capacity delivering rich and customised content to mobilise support from a diverse internal and external audience for the growth and impact of the young people-led movement.
- » To continuously adapt to new technologies that simplify the movement's secretariat and membership operations for enhanced effectiveness, efficiency and impact.
- » To continuously review and strengthen the students' and young people-led movement's secretariat and membership governance, risk management, business development and accountability frameworks and practises as core organisational sustainability functions.

How to achieve these specific organisational design objectives

**Objective 1:** To strengthen and sustain the young people-led movement's adaptive and innovative secretariat capacity built on young people skills mapping, talent management, leadership development and diverse capabilities responding to the movement's needs

- » Continuously conduct young people skills mapping to identify, recruit and develop talent to drive implementation of the programmes advancing the agenda of the movement at all levels
- » Design and implement wellness and safeguarding programmes to achieve healthy, safe and sustained participation of students and young people at all levels
- » Develop students and young people's leadership capacity to champion movement building programmes to break the barriers to accessing Rights, Services and Commodities

**Objective 2:** To establish strategic communications capacity delivering robust and customised content to mobilise support from a diverse internal and external audience for the growth and impact of the young people-led movement.

- » Invest in strategic communications capacity at the movement's secretariat linked to students and young people at various levels
- » Develop customized content targeted at diverse internal and external audiences to support the movement's growth and impact
- » Establish and maintain robust databases on the movement's membership and program implementation to inform a generation of relevant and effective content



**Objective 3:** To continuously adopt and adapt to new technologies that simplify the movement's secretariat and membership operations for enhanced effectiveness, efficiency and impact.

- > Digitalize the movement's organisational core capacities for enhanced integrity, effectiveness and efficiency
- > Design and implementation of data management systems to enhance data integrity, security and safeguarding of students and young people at all levels of the movement capacity building using available technologies at all levels of the SAYWHAT movement

**Objective 4:** To continuously review and strengthen the students and young people-led movement's secretariat and membership governance, risk management, business development and accountability frameworks and practises as core organisational sustainability functions (governance, risk management, business development, financial & programme accountability frameworks)

- > Review and adapt the SAYWHAT governance charter and related instruments to the growth of the movement in the changing environment
- > Diversify the funding base of the movement at all levels based on the priorities and matching opportunities in the global funding landscape
- > Design and implement an inclusive participatory planning and MEAL system
- > Develop and implement a stakeholder feedback and complaints handling mechanism

## RISK MANAGEMENT STRATEGY

In developing this strategy framework, various risks were identified and will be identified as the movement implements its programmes in the future. A comprehensive Risk matrix was developed, and the mitigation strategies will be included in the operational planning. Below is a summary of the key Risks to be addressed in the short term:

Key strategic risks	Mitigation
Senior members of the Secretariat disregarding the student movement structure in planning and implementing interventions.	Develop and operationalise an organogram that embeds students-led / youth-led structures and processes in the planning and implementation of interventions.
A lack of coherence in programming interventions - structural risk caused by lack of a coherent strategic framework to guide all programming interventions from design logic to content	Develop a long-term strategic framework that provides the broad framework within which all programming is developed; extract short term strategic plans and develop annual/operational plans and review programme plans for coherence with the overall strategy framework to establish the value added by any new intervention
Unstable economic environment and inflation as key risk factors	Utilising a more stable currency in financial planning and engagements (where possible) and ensure regular budget reviews and tracking.
A failure to conform to donor requirements and deadlines	The development of clear reporting frameworks and sanctions for non-compliance.
Manipulation of systems or insufficient systems in place leading to fraud or malfeasance	Strengthening the systems of internal controls including putting in place key policies to promote accountability and compliance

## Other Risks

Other risks identified include failure to conduct strategy reviews, operating with an organisational structure that does not effectively support the strategy, currency changes and exchange rates, stakeholder changes, financial sustainability, non-compliance with the PVO Act, sexual relations between secretariat and beneficiaries, lack of transparency within procurement processes and climatic challenges including pandemics and epidemics.

## Mitigation Strategies

Other mitigation strategies include ensuring specific planned times for strategic reviews, reviewing the SAYWHAT operational structure, generating budget reserves and monitoring government fiscal policy, having clear MoUs with primary stakeholders, strengthening the business development unit and developing a sustainability plan, ensuring compliance with the procurement policies and operational processes, constant monitoring of climatic issues and introducing the function of a whistleblowing system among other strategies.

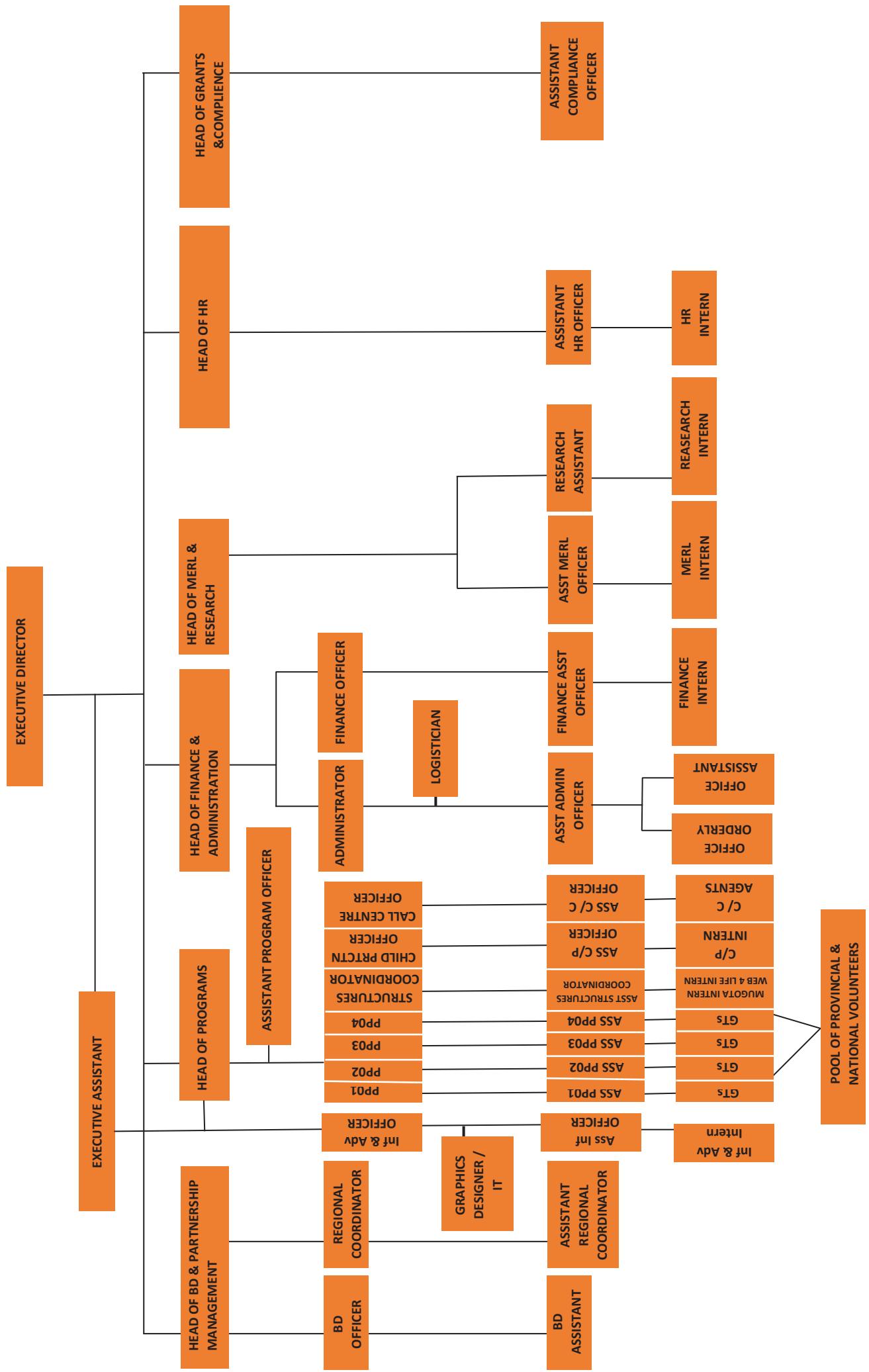
## Planning, Monitoring and Evaluation

SAYWHAT will ensure increased efforts to track changes, document lessons learnt, facilitate the communication of impact, and increase the visibility of its work.

SAYWHAT will develop mechanisms to capture students, adolescents, and youth engagement learnings across its membership with possible monitoring and evaluation processes led by young people involved in the interventions. As a strategy for empowerment and in line with the thrust to have young people at the centre of programming interventions, SAYWHAT will develop the capacity of youth and youth-supporting structures on the use of participatory monitoring and evaluation tools, including the use of digital technology to capture lessons and critical data.

In addition to the generic M & E processes of tracking the performance of the operations of the movement, a new system of “tracer studies” and longitudinal surveys will be developed and launched to enable SAYWHAT to track the students and youth as they graduate into the society and gather evidence that indeed the movement is producing generations of healthy youth.

## ORGANOGRAM





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