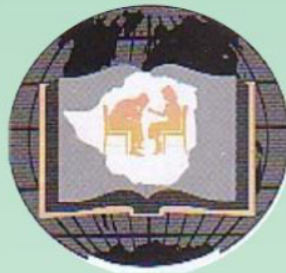


# **COUNCIL OF SOCIAL WORKERS**



Council of Social Workers  
Protection, Promotion, Trust and Accountability

## **STRATEGIC PLAN**

**2013-2017**

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## FOREWORD

The Council of Social Workers (CSW) is a product of the SOCIAL WORKERS ACT 27:21, number 9/2001, enacted by the Parliament and President of the Republic of Zimbabwe in November 2001. Its mandate is to: (a) Register and Licence all practising social workers (b) Conduct examinations to qualify persons for registration as Professional Social Workers (c) Define and enforce ethical practice and discipline among registered persons (d) Take such steps as the Council considers necessary or desirable to enhance the status and effectiveness of the profession of social work and to promote the interests of social workers.

The Council of Social Workers first developed a Strategic Plan in 2010. The 2010 strategy was the basis for developing the Institutional Structure of CSW, hence it was INWARD LOOKING and not much stakeholders focused. However, to this date, the multi-disciplinary partnerships developed so far, have broadened the CSW scope, which has entailed a need to review and update the current Strategic Plan in order to review and realign the strategic pillars and goals to the prevailing multi-sectoral programs.

This strategy document consists of the Vision, Mission and Values of the Council of Social Workers. In line with the vision, mission and values, CSW identified 4 key result areas (KRA) for implementation during the period 2013-2017. The first KRA is centered on the **strengthening of registration systems, structures and procedures**. Herein, the CSW aims to engage on an efficient recruitment drive of all Social Workers through strengthening the registration systems and procedures for both Social Workers in and outside Zimbabwe. More importantly there is need to ensure that there is an adequate and capacitated secretariat to manage these systems and processes effectively.

This Strategy Document also singles out enforcing **Compliance with the Code of Ethics 146/12, Registration by law 179/2005 and the Social Workers Act Chapter 27:21**. This is in fulfillment of its function to effectively regulate the practice of Social Work by social workers in Zimbabwe. Over the 5 years, the Council shall continue to carry out inspection visits to ensure compliance to ACT and By-Laws.

The Council acknowledges and applauds the development of social work training in Zimbabwe. This Strategic Plan shall guide the **Strengthening of the Quality of Social Work training** in order to produce complete and competent social workers. CSW will create opportunities for Continuous Professional Development for social workers to remain alert and able to deal with psycho-social challenges affecting society. To achieve this CSW has long term plans to set up a Center for Continuing Social Work Education (CECOSWE) in line with international Best Practice to institute Examination Boards for social Work Education. CSW seeks to improve its annual financing for the provision of comprehensive service delivery and this Strategic Plan Document shall guide our **resource mobilization** drive.

Lastly, as we prepare to embark on this five year journey, I urge all decision makers, Social Investor, Stakeholders, civil society, DSS, UN agencies, private sector, Schools of Social Work and other strategic partners, not to only read this document but to consider it as a blueprint for collective action to ensure quality social service delivery is restored in the Zimbabwe Social Care Sector

Phillip Bohwasi  
**CSW Chairperson**

## LIST OF ACRONYMS/ABBREVIATIONS

CSW	Council of Social Workers
SOPs	Standard Operating Procedures
NASW	National Association of Social Workers
SWOT	Strengths, Weaknesses, Opportunities, and Threats
UNICEF	United Nations Children Funds
USAID	United States Agency for International Development
NAP	National Action Plan
GoZ	Government of Zimbabwe
MTP	Medium Term Plan
CSOs	Civic Society Organizations
NGOs	Non- Governmental Organizations
IDIs	In-Depth Interviews
GDP	Gross Domestic Product
SOPs	Standard Operating Procedures
MDG	Millennium Development Goals
KRAs	Key Result Areas
DSS	Department of Social Services
PPPs	Public Private Partnership

## **Executive Summary**

The Council of Social Workers (CSW) was established in terms of the Social Workers' Act 27:21, number 9, enacted by the President and the Parliament of Zimbabwe in 2001. The first Council of Social Workers and Councillors were appointed by the Minister of Public Service, Labour and Social Welfare in May 2002.

The CSW recognizes that it has a critical role to play in the future of Social Workers in Zimbabwe, therefore it has developed this Strategic Plan which is distilled from the Social Workers Act Chapter 27:21 and the Social Workers Code of Ethics Statutory Instrument 146 of 2012. This document thus provides a framework within which the CSW and the social work profession remain relevant, sustainable, and accountable in the development of Zimbabwe.

This strategy document consists of the Vision, Mission and Values of the CSW. In line with its vision and mission, the Council has identified 4 Key Result Areas (KRAs) for implementation during the period 2013-2017. The 4 Key Result Areas that the CSW seeks to implement are:

### **KRA 1: Strengthening registration systems, structures and procedures**

The Council aims to engage in an efficient recruitment drive of all Social Workers through strengthening the registration systems and procedures for both social workers in and outside Zimbabwe. Also there is need to ensure that there is an adequate and capacitated secretariat to manage these systems and processes effectively.

### **KRA 2: Enforcing Compliance with the Code of Ethics 146/2012, Registration by law 179/2005 and the Social Workers Act Chapter 27:21**

The Council seeks to regulate the Social Work Practice amongst all registered Social Workers. This will be done through enforcing and ensuring compliance with the Social Workers Act, Registration by law 179/2005 and the Code of Ethics.

### **KRA 3: Strengthening the Quality of Social Work Training**

The CSW aims to ensure that everyone practicing Social Work has professional training. Also, CSW understands the need to participate in the curriculum development in the social work discipline at training institutions.

### **KRA 4: Resource Mobilisation**

The CSW seeks to improve its annual financing for the provision of comprehensive service delivery.

The strategic plan prioritises activities to be implemented in the first year in a one year implementation plan. The implementation plan is parcelled into 4 quarters by order of priority. Further to that, the implementation plan is costed in the last section on resource requirement.

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## **1.0 BACKGROUND**

### **1.1 Introduction**

The Council of Social Workers (CSW) recognizes that it has a critical role to play in the future of Social Workers in Zimbabwe. Therefore, this Strategic Plan provides a framework within which the CSW and the social work profession remains relevant, sustainable, and accountable in the development of Zimbabwe.

This Strategic Plan is distilled from the Social Workers Act Chapter 27:21 and the Social Workers Code of Ethics Statutory Instrument 146 of 2012. In developing this Strategic Plan, the CSW consulted a wide range of stakeholders in Zimbabwe as well as literature on best practice in other parts of the world who share similar characteristics with Zimbabwe.

The production of this Strategic Plan involved the following key phases:

- a. During the Bulawayo annual conference in October 2012 key stakeholders and registered Social Workers were consulted on the CSW Strategic Plan. The stakeholders and registered Social Workers deliberated and came up with clear and precise resolutions on the way forward for CSW ;
- b. A critical review of literature on best practices in the professional growth and development of Social Workers regionally and internationally;
- c. Consultations that were conducted as part of a situation analysis, which comprised of in-depth interviews (IDIs) with key stakeholders ;
- d. A Stakeholder Workshop at Cresta-Oasis Hotel in Harare on the 1<sup>st</sup> February 2013 attended participants drawn from the government line Ministries, NGOs, CSOs and CSW Board Members.

This CSW Strategic Plan was developed using some of the key components of the Results Based Planning Model adopted by the Office of the President and Cabinet as a planning tool to guide National Strategic Planning processes in order to ensure that they are in line with the Government of Zimbabwe (GoZ)'s National Medium Term Plan (MTP). This Strategic Plan is aligned to the Strategic Plans for both NASW and the Department of Social Services.

### **1.2 Situational Analysis**

After suffering an economic decline for almost a decade, Zimbabwe's currency collapsed in 2009. The country dollarized and stabilised the economy. While dollarization of the economy in early 2009 removed inflation as a critical problem, high prices, unemployment, and recurrent drought left an estimated 1.5 million households in poverty, homes to some 3.5 million children, according the National Action Plan for Orphans and Vulnerable Children II (2011). This population constitutes a significant number of social work service users and informs the context in which social workers operate.

Over the years, staff abandoned their posts due to low salaries and many social workers emigrated into the diaspora for greener pastures, thereby depleting what had been well-trained cadres providing essential social services, especially at district and sub-district levels. In late 2008 and early 2009, many government departments were operating below the minimum standards or closed their doors for a time.

During the economic crisis, the entire civil service system was seriously affected by political and social instability that followed the economic down turn and social workers were not spared either. In the absence of significant central government funding, a parallel market economy kicked in and a complex system of fees, levies and 'incentives' evolved, thereby significantly disadvantaging the poorest. As social workers left the country *en-masse* for greener pastures, Council was deprived of its basic source of revenue and could not run meaningful programmes without social workers. It also became difficult for the Council to enforce the Social Workers Act without a fully functional secretariat. The Council relied on social work students on placement to maintain some presence in the small office provided by the School of Social Work. Council could not raise adequate resources from social workers as funders focussed on desperate children and families during the crisis period.

The Council board members and staff experienced the following **challenges** that needed to be addressed:

- a. Some committees were operating below capacity with only one or two active Board members. While the Terms of Reference for each committee were articulated, there were no Standard Operating Procedures (SOPs) for the committees.
- b. Generally, social workers showed limited knowledge of the Social Workers Act and its expectations, and also appeared to have limited access to the Act.
- c. There was no induction conducted for new board members to develop a shared vision.
- d. An incapacitated secretariat characterised by lack of space, equipment, funds to cover an acceptable salary for a Registrar, etc meant that the chairperson ended up assuming the secretariat's role. This was identified as a source of frustration for both the Chairperson and other board members.
- e. There was no evidence of proper record keeping or documentation, especially on the evolution on the CSW, and hence there was a risk of loss of institutional memory.
- f. Council found it difficult to enforce the Social Workers Act, Registration by law and the Code of Ethics.

With the advent of funding in 2012, the Council managed to run a workshop in 2010 which led to the development of a two year strategic plan. The Council managed to attract funding from local, bilateral and multilateral funders for both financial and technical support leading to the successful holding of the two Social Workers Annual Conferences.

The Annual Social Workers Conference 2011 in Harare, attended by about 100 delegates resolved to develop a Code of Ethics for Social workers which has since been gazetted. The Annual Social Workers Conference in 2012 which was held in Bulawayo recommended a review of the strategic plan as matter of priority to re-align Council's operations and activities with those of the Department of Social Services and NASW Strategic Plans which are now in place. Also, members who attended the 2012 conference made a number of recommendations for each of the four thematic areas which were considered when developing this Strategic Plan.

A SWOT analysis of the Council's operations yielded the results shown in Table 1 below.

**Table 1 SWOT Analysis of the Council's Operations**

Strengths	Weaknesses
<ol style="list-style-type: none"> <li>1. A substantive Registrar with rich experience in social work practice.</li> <li>2. The Social Workers Act Chap. 27:21, Statutory instrument 179 of 2005, and Statutory instrument 146 of 2011 (code of Ethics) which gives CSW authority.</li> <li>3. Ability to attract donor funding and partners such as USAID, UNICEF, NAP</li> <li>4. More social workers are now registering and renewing their practice certificates</li> <li>5. Social workers are protective of their profession and proud of it.</li> </ol>	<ol style="list-style-type: none"> <li>1. Inadequate staff to cover programme areas to sustain engagement and wide geographical coverage.</li> <li>2. Centralisation of services in Harare and cities at the expense of remote areas</li> <li>3. Failure by some social workers to distinguish CSW from NASW roles</li> <li>4. Minimum efforts to sensitise interested parties on the newly developed disciplinary code</li> <li>5. Lack of office space and equipment, and adequate IT systems and software e.g. for membership database management</li> </ol>
Opportunities	Threats
<ol style="list-style-type: none"> <li>1. =Children's Act chapter 5:06 Section 46 (1a) allows the Minister to appoint social workers outside government as probation workers.</li> <li>2. The return of social workers from the Diaspora (brain gain)</li> <li>3. NASW structures can be useful for mobilisation</li> <li>4. Social Workers Act section 18 (2) (b) may appoint persons who are not members of the Council to be members of the committee.</li> <li>5. Key stakeholders willing to do joint work with Council.</li> <li>6. Increase in the number of trained social workers</li> </ol>	<ol style="list-style-type: none"> <li>1. Difficulties in reigning in on unregistered social workers.</li> <li>2. Lack of clear procedures and a neutral platform for registered social workers to elect Board Members (Social workers Act: section 5 (d))</li> <li>3. Employers who employ social workers and Court officials who accept social work reports without checking registration with Council</li> <li>4. Lack of an induction process for board members</li> <li>5. Poor practice standards of social workers in public places like courts bring the name of social workers into disrepute.</li> <li>6. Employment of people without Social Work qualifications in positions that require Social Work professionals</li> </ol>

As part of the process of developing this Strategic Plan, in-depth interviews were conducted with stakeholders. Findings from these consultations are summarized in table 2 below.



**Table 2 Findings from Stakeholder Analysis**

<b>EXTERNAL</b>	<b>Demands/expectations</b>
1. Line ministries: Health, Police, Courts, Education,	Compliance with the Social Workers Act
	Implementation of the Code of Ethics
2. International Development Agencies	Implementation of MDGs
	Upholding of the rights of services users by social workers
3. Citizens	Provision of information on the expected standards and Code of Ethics for social workers
4. Higher Education Institutions	Advocacy to be able to regulate Social Work training in Zimbabwe
5. Civic Society Organizations	Complaints and disciplinary procedures against social workers
6. Parliament Select Committees	Regular updates on the social work issues affecting the country so that appropriate laws can be made on social work.
7. Registered Social workers	Annual general meetings where Council will report to social workers what it is doing
8. The Executive	Implementation of government policies
9. Private Sector	Need to engage into partnerships with the private sector
<b>INTERNAL</b>	
Employees	Resources to improve efficiency with Council
	To put in place a staff Training and Development programme
	Putting in place an effective administrative structure that is fit for purpose.

### **1.3 Legislative Mandate**

The Council of Social Workers was established in terms of the Social Workers' Act 27:21, number 9, enacted by the President and the Parliament of Zimbabwe in 2001. The first Council of Social Workers and Councillors were appointed by the Minister of Public Service, Labour and Social Welfare in May 2002. The second and third sets of Councillors were inaugurated on 15<sup>th</sup> May 2006 and on 17<sup>th</sup> August 2010, respectively.

The functions and objectives of Council as set out in section 4 of the Social Workers Act are as follows:

- a. To register and Licence all practising Social Workers.
- b. To conduct examinations to qualify persons for registration as Professional Social Workers.
- c. Define and enforce ethical practice and discipline among registered persons.
- d. To take such steps as the Council considers necessary or desirable to enhance the status and effectiveness of the profession of social work and to promote the interests of social workers.

The Council is made up of 9 Board members responsible for policy formulation. These members are subdivided into 4 committees responsible for the implementation of the Council programmes. There are four Program Pillars which are:

- Finance and Program Development
- Membership and Registration,
- Practice Regulation and Ethics, Disciplinary and
- Education and Curriculum Development.

The Social workers Act allows the Council in terms of section 18 (2) (b) to “appoint persons who are not members of the Council to be members of the committee” provided the person is not disqualified in terms of section *eight* from appointment as a member of the Council. This provision allows Council to co-opt experts outside the Board and strengthen the Committees of Council.

## 2.0 STRATEGIC PLAN FRAMEWORK

### 2.1 Vision

*A respectable regulatory authority for the Social Work profession.*

### 2.2 Mission

To efficiently and effectively register, regulate and enforce ethical practice among all social work professionals in Zimbabwe.

### 2.3 Values

In the spirit of the African culture of Ubuntu/Unhu the CSW embraces the following values:

- a. Integrity - respect, confidentiality, ethical conduct
- b. Diversity tolerance, respect, inclusivity
- c. Excellence competence, quality
- d. Accountability transparency, consultative, Trust
- e. Protection -client, vulnerability,

### 2.4 Key Result Areas

In line with its vision and mission, the CSW has identified four Key Result Areas (KRAs) for implementation during the period 2013-2017. These are shown in table 3 below.

**Table 3: Key Result Areas**

Key Result Area Number	Brief Description of Key Result Area	Weight
KRA1	Strengthening registration systems, structures and procedures	35%
KRA2	Enforcing compliance with the Code of Ethics, the registration by-law Instrument 179/05 and the Social Workers Act	30%
KRA3	Strengthening the quality of Social Work Training	20%
KRA4	Resource Mobilization	15%

### **2.4.1 Goals and Strategies**

This section summarizes the strategic goals identified under each KRA as well as the strategies that will be adopted in order to realise the intended outcomes. Also, the underlying assumptions and risks associated with each KRA are included.

#### ***Key Result Area 1: Strengthening registration systems, structures and procedures***

Zimbabwean Social Workers in and out of the country ought to be registered with the CSW. There is therefore a need to engage in an efficient recruitment drive of all Social Workers through strengthening the registration systems and procedures. Also there is need to ensure that there is an adequate and capacitated secretariat to manage these systems and processes effectively. The strategic goals for strengthening registration systems, structures and procedures are detailed in table 4 below.

**Table 4: Strategic Goals for strengthening registration systems, structures and procedures**

Goals	Strategies	Assumptions	Risks
Goal 1: To increase the number of registered social workers	Strategy 1: Creating awareness amongst Social Workers and employers of social workers on the importance of Registration through the media, road shows and workshops.	Social workers have access to the various media	Limited access to internet and electronic media for those working out of town.
	Strategy 2: Upgrading of the web based registration forum.	Good IT support	
	Strategy 3: Decentralization of the CSW to all provinces for ease of access of services by members	Enough resources	
Goal 2: To increase the visibility of the CSW	Strategy 1: Upgrading and maintain the website into a robust and highly interactive interface	Social workers have access to the various media	Limited access to internet and electronic media
	Strategy 2: Fighting adverts in both electronic and print media and conducting road shows		
	Strategy 3: Publishing the names of registered Social Workers annually		
	Strategy 4: Documenting case studies of best practice in social work in Zimbabwe and have a Social Worker of the Year Award.		
	Strategy 5: Developing and publish quarterly or bi-annual Newsletters		

Goals	Strategies	Assumptions	Risks
	Strategy 6: Decentralization of the CSW to all the provinces for ease of access of services by members		
Goal 3: To improve service delivery, knowledge and skills of the CSW	Strategy 1: Conducting a skills mapping exercise for the CSW Strategy 2: Developing an effective induction and training programme for CSW Strategy 3: Developing a staff retention package, and improving working conditions	Availability of Resources  Commitment of the Board Members and Secretariat to attend training.	

**Key Result Area 2: Enforcing Compliance with the Code of Ethics 146/2012, registration by law 179/2005 and the Social Workers Act Chapter 27:21**

The Council will seek to regulate the Social Work Practice amongst all registered Social Workers. This will be done through enforcing the Social Workers act and the code of ethics. The strategic goals for the Practice, Regulation and Ethics are shown on table 5 below.

**Table 5: Strategic Goals for enforcing compliance with the Code of Ethics 146/2012, Registration by law 179/2005 and the Social Workers Act**

Goals	Strategies	Assumptions	Risks
Goal 1: To promote adherence to the Social Workers' Act, Code of Ethics 146/2012, Registration by law 179/2005 by Social Workers	Strategy 1: Training Workshops & seminars on the <i>Social Workers' Act</i> , the <i>Code of Ethics 146/2012</i> , <i>Registration by law 179/2005</i> to all employers of Social Workers.  Strategy 2: Ensuring all registered Social Workers are in receipt of the Code of Ethics and sign acknowledgement of receipt.  Strategy 3: Conducting inspection programs on all practicing Social Workers and employers  Strategy 4; Developing a fair and effective platform and prescribe the criteria and process for the election of CSW Board Members by registered social workers.	All Social Workers will register with the CSW	Social Workers may not register with the CSW
Goal 2: To align Social Work practice in	Strategy 1: Research on Social Work best practices	Availability of	Negative

Goals	Strategies	Assumptions	Risks
Zimbabwe to International standards	Strategy 2: Engaging in exchange programmes with Regional and International Social Work Regulatory bodies	Resources	perception on the political stability in Zimbabwe
	Strategy 3: Attending and actively participate in International conventions on child and social protection		
	Strategy 4: Hosting annual conferences and summer schools where both local Social Workers and invited international Social Work bodies meet and share experiences		

**Key Result Area 3: Strengthening the Quality of Social Work Training**

The CSW aims to ensure that everyone practicing Social Work has some form of professional training. In addition, CSW understands the need to participate in the curriculum development in the social work discipline at training institutions. The strategic goals for assessing, monitoring and strengthening the quality of Social Work training are detailed on table 6 below.

**Table 6: Strategic goal for Strengthening the Quality of Social Work Training**

Goals	Strategies	Assumptions	Risks
Goal 1: To strengthen Social Work training	Strategy 1: Conducting site inspection visits to Social work training Institutions		Corruption Embezzlement Poor financial management
	Strategy 2: Organizing workshops and seminars on Social Work practice in all provinces		
	Strategy 3: Reviewing and enforcing the minimum standards of Social Work training		
Goal 2: To promote post qualifying training	Strategy 1: Conducting seminars and workshops on post qualifying opportunities for provinces and social work training institutions in Zimbabwe		
Goal 3: To promote continuous professional development	Strategy 1: Developing a criteria to evidence professional development		
	Strategy 2: Organizing and hosting annual summer/ winter schools for Social Workers		
Goal 4: To develop a	Strategy 1: Doing skills mapping of		

Goals	Strategies	Assumptions	Risks
data-base of social work experts	social workers in various fields		
	Strategy2: Inviting expert social workers to present publishable papers at Seminars/ workshops		

**Key Result Area 4: Resource Mobilisation**

The CSW currently does not have adequate resources to fund its operations, and will seek to improve its annual financing for the provision of comprehensive services as shown in table 8 below.

**Table 8: Strategic goals for Resource Mobilisation**

Goals	Strategies	Assumptions	Risks
Goal 1: To increase annual resources for the CSW	Strategy 1: Flighting adverts and sending reminders for consistent and timeous payment of annual registration and practice fees by members	1.Political stability 2. Improved International relations 3. Real GDP growth  4. Develop standard Operating Procedures (SOPs)	Corruption Embezzlement Poor financial management
	Strategy 2: Forging Public Private Partnerships (PPPs) with corporates who can finance some aspects of the CSW strategic plan		
	Strategy 3: Developing a Resource Mobilisation Framework		
	Strategy 4: Developing the capacity of CSW in developing bankable proposals through training		
	Strategy 5: Sharing the strategic plan with donors		
	Strategy 6: Holding seminars and invite high guest profile guests		
	Strategy 7: Biding for consultancy projects		
	Strategy 8: Charging an agency management fee on projects administered through the CSW		

## 2.5 Implementation Plan and M&E Framework for Year 1

### Quarter 1: Jan 2013 - 31 March 2013

KRA	Goal	Strategy	Activities	Target	Outputs	Outcomes
Strengthening registration systems, structures and procedures	To increase the number of registered social workers	Creating awareness amongst social workers and employers of social workers on the importance of Registration through the media, road shows and workshops	Media campaigns through adverts in both print and electronic media	Social workers and their employer organisations	Adverts on print and electronic media	Increased number of registered social workers
	To improve service delivery, knowledge and skills of the CSW	Developing an effective induction and training programme for CSW	Conduct training on skills development	Social workers	Induction workshops conducted	Improved service delivery of the CSW
Resource Mobilisation	To increase annual resources for the CSW	Flighting adverts and sending reminders for consistent and timeous payment of annual registration and practice fees by members	Flight reminders on email, print and electronic media	Registered social workers	Timeous payments of subscriptions	Increased annual finance
		Developing a Resource Mobilisation Strategy Framework	Draft and Implement Resource Mobilisation Strategy	Donors	Resource Mobilisation Framework	
		Sharing the strategic plan with donors	Sharing strategic plan with donors	Donors	CSW Strategic Plan shared	

**Quarter 2: April 2013 - 30 June 2013**

<b>KRA</b>	<b>Goal</b>	<b>Strategy</b>	<b>Activities</b>	<b>Target</b>	<b>Outputs</b>	<b>Outcomes</b>
Enforcing Compliance with the Code of Ethics 146/2012, registration by law 179/2005 and the Social Workers Act Chapter 27:21	To promote adherence to the Social Workers' Act, Code of Ethics 146/2012, Registration by law 179/2005 by Social Workers	Ensuring all registered Social Workers are in receipt of the Code of Ethics and sign acknowledgement of receipt	<ol style="list-style-type: none"> <li>To conduct 1 training workshop on the Code of Ethics in all provinces (*5)</li> <li>To hold induction meetings at Branch Level</li> </ol>	Registered Social workers	10 training workshops Conducted	Adherence to the Code of Ethics 146/2012, registration by law 179/2005 and the Social Workers Act Chapter 27:21 by Social Workers
		Conducting inspection programs on all practicing Social Workers and employers	Spot inspection visits at organisations employing social workers	Practising social workers	spot checks done	Chapter 27:21 by Social Workers
Strengthening registration systems, structures and procedures	To improve service delivery, knowledge and skills of the CSW	Conducting a skills mapping exercise for the CSW	<ol style="list-style-type: none"> <li>Conduct a skills audit</li> <li>Implement recommendations from the skills audit</li> </ol>	CSW Secretariat and Board	Skills audit report	Improved service delivery
	To increase the visibility of the CSW	Upgrading and maintain the website into a robust and highly interactive interface	<ol style="list-style-type: none"> <li>Upgrade website</li> <li>Link membership data base to the website</li> </ol>	Unregistered and registered social workers	Upgraded website	Increased visibility
Strengthening the Quality of Social Work Training	To strengthen Social Work training	Reviewing and enforcing the minimum standards of Social Work training	<ol style="list-style-type: none"> <li>Conducting research on the best social work practice</li> <li>Updating the curriculum based on the research findings</li> </ol>	Social work training institutions	Reviewed social work curriculum	strengthened Social Work training
	To develop a data-base of social work experts	Inviting expert social workers to present publishable papers at Seminars/ workshops	To hold 2 Expert Expo workshops with Medical social	Social work experts in	2 Social Work Expos held	Data-base of social work



			workers, Child advocates, Marital Counsellors, Gerontologist etc.	various fields		experts
Resource Mobilisation	To increase annual resources for the CSW	Forging Public Private Partnerships(PPPs) with corporates who can finance some aspects of the CSW strategic plan	Breakfast and lunch meetings, dinner dances	Corporates	Partnership with PPS	Increased annual finance
		Charging an agency management fee on projects administered through the CSW	Agency management fees charged on all CSW projects	Donors	Accumulated reserves of funds	
		Developing the capacity of CSW in developing bankable proposals through training	Training workshops on developing fundable proposals	Donors	Funded proposals	

Quarter 3: July 2013 - 30 September 2013

KRA	Goal	Strategy	Activities	Target	Outputs	Outcomes
Strengthening registration systems, structures and procedures	To improve service delivery, knowledge and skills of the CSW	Developing a staff retention package, and improving working conditions	Making resources such as vehicles, modern technology and incentives available to staff to meet the requirements of the profession	Practicing Social workers	Pull of resources	Improved service delivery
Enforcing Compliance with the Code of Ethics 146/2012, registration by law 179/2005 and the Social Workers Act Chapter 27:21	To promote adherence to the Social Workers' Act, Code of Ethics 146/2012, Registration by law 179/2005 by Social Workers	Training Workshops & seminars on the <i>Social Workers' Act</i> , the <i>Code of Ethics 146/2012</i> , <i>Registration by law 179/2005</i> to all employers of Social Workers	Holding 2 training workshops on adherence to the Social Workers' Act, Code of Ethics 146/2012, <i>Registration by law 179/2005</i> by Social Workers	Auxiliary, student Social workers and social workers	Training workshop successfully conducted	Increased knowledge and adherence to the Code of Ethics
		Ensuring all registered Social Workers are in receipt of the Code of Ethics and sign acknowledgement of receipt.	Providing social workers with the Code of Ethics hardcopy and signing after receipt	Registered social workers	Social workers practicing with the Code of Ethics	146/2012
		Developing a fair and effective platform and prescribe the criteria and process for the election of CSW Board Members by registered social workers.	Develop election criteria for board members	Registered Social Workers	Election criteria developed	
	To align Social Work practice in Zimbabwe to International standards	Research on Social Work best practices	CSW to conduct on Regional and international research on best practices of Social Work	Regional and International Social Work bodies	Documentation of Best Practice cases	Social Work practice aligned to International standards
Engaging in exchange programmes with Regional and International Social Work Regulatory bodies		Organising for exchange programs with other social work bodies in the region and abroad				
Attending and actively participate in International conventions on child and social protection		Attending international conventions e.g UN Conventions	International conferences			

Strengthening the Quality of Social Work Training	To strengthen Social Work training	Organizing workshops and seminars on Social Work practice in all provinces	Organizing 10 workshops in all provinces on standard social work practice	Social work training institutes and social work employing organisations	10 workshops on standard social work practice held	Strengthened quality of Social Work training
Resource Mobilisation	To increase annual resources for the CSW	Holding 2 seminars and invite high profile guests	Organising seminars on areas of specialization in Social work with charge fees	High profile figures e.g. Foreign diplomats, CEOs for big corporates	2 Seminars conducted	Increased annual financing

**Quarter 4: October 2013 - 31December 2013**

<b>KRA</b>	<b>Goal</b>	<b>Strategy</b>	<b>Activities</b>	<b>Target</b>	<b>Outputs</b>	<b>Outcomes</b>
Strengthening registration systems, structures and procedures	To increase the visibility of the CSW	Documenting case studies of best practice in social work in Zimbabwe and have a Social Worker of the Year Award.	<ol style="list-style-type: none"> <li>1. Document best practices of social work in all provinces</li> <li>2. Organise for the Social Worker of the Year awards ceremony</li> </ol>	Registered practicing social workers in Zimbabwe	Documented best practices Annual Social Work Awards ceremony	Increased visibility of the CSW
		Developing and publish quarterly or bi-annual Newsletters	Develop a CSW Newsletter	Social workers	Published quarterly Newsletter	
		Decentralization of the CSW to all the provinces for ease of access of services by members	Establish CSW sub offices in all provinces of Zimbabwe	All provinces	CSW offices in all provinces	
Enforcing Compliance with the Code of Ethics 146/2012, registration by law 179/2005 and the Social Workers Act Chapter 27:21	To align Social Work practice in Zimbabwe to International standards	Hosting annual conferences and summer schools where both local Social Workers and invited international Social Work bodies meet and share experiences	Host an annual conference and summer schools and invite international Social Work bodies to share experiences	Local social workers and international bodies	An international annual conference	Shared experiences on Social work practice aligned to international standards
Strengthening the Quality of Social Work Training	To promote continuous professional development	Developing a criteria to evidence professional development	Arranging skills exchange programs with other professionals	Social workers	Skills exchange for Social Workers	Enhanced professional development
		Organizing and hosting annual summer/ winter schools for Social Workers	Organising annual summer/ winter schools for Social Workers	Social workers	Summer/Winter schools conducted	

### 3. RESOURCE REQUIREMENTS