



Promoting the Participation of Informal Sector
Actors in Economic, Policy and Legislative processes

STRATEGIC PLAN

2024 - 2028

OUR VISION

We envision a knowledgeable, protected, recognised, and empowered informal economy worker enjoying decent work, enterprise growth, and sustainable livelihoods.



OFFICIAL SIGN-OFF

It is hereby certified that this Strategic Plan of the Vendors Initiative for Social and Economic Transformation (VISET) for the period 2024- 2028:

- Was developed by the management, staff, friends and Board of Trustee members of the VISET
- Accurately reflects the Values, Vision, Mission and strategic thematic areas which will endeavour to achieve over the period 2024-2028.
- Considers the relevant policies, legislation and other mandates for which VISET is responsible.

SAMUEL WADZAI



The Executive Director

May 2024

Date

ROSEMARY MUDZAMIRI

R.M

Deputy Board Chairperson

May 2024

Date

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EXECUTIVE SUMMARY

This strategic plan was produced from a collaborative process that was inclusive of many voices from both internal and external stakeholders including the Board of Trustees, staff members, other organisations that support informal economy workers, and friends of Vendors Initiative for Social and Economic Transformation (VISET). The Strategic Planning review sessions held from 10th-11th April 2024 were attended by 30 people of which 30% had participated in the development of the existing Strategic Plan 2022-2025. The priorities of this strategic plan have been developed in response to the gaps that require attention focusing on the current predominant trends, challenges and risks within the Informal Economy space in Zimbabwe and the Southern African Region. The review process applied an alignment model designed to help VISET get all its teams, groups, staff or members back on the same page, so it can be more effective and efficient at reaching its goals.

The Strategic Planning Workshop was meant to review and develop a growth, impact, and sustainability-oriented strategic plan. The other reasons for reviewing the current strategic plan included helping VISET:

- > assess performance against objectives, incorporate lessons learned, and realign priorities to better fulfill the mission and vision for transformative social and economic impact.*
- > create a shared understanding of the critical strategic thematic areas from 2024-2028*
- > address the livelihoods and rights of informal economy workers (IEWs), especially issues affecting IEWs since the informal economy's economic, political and social environments are changing or highly fluid.*
- > Diversify revenue streams for a financially sound, stable, and self-sustaining organisation*



ORGANISATIONAL OVERVIEW

VISET was formed and registered in 2015 as a union of informal traders with structures throughout Zimbabwe to spearhead the social and economic transformation of informal economy workers. The organisation is governed by a Board of Trustees responsible for policy formulation. The Secretariat which is responsible for implementing the programmes has 9 member staff led by an Executive Director. The organisation has a national membership database of over 68,000 informal economy workers located in major cities, towns, and rural service centres in Zimbabwe. In November 2019, the organization established a Chapter in Namibia as part of its regional expansion programme. Plans are at an advanced stage to set up similar Chapters in South Africa, Zambia and the Kingdom of Eswatini,

N.B. Notable projects to date that have reached over 100,000 informal economy workers and these include the following:

Valuing Women's Work Project (VWW) which was implemented in Chipinge, Goromonzi, Gweru and Binga to build capacities of women in the Informal Economy to understand feminist dynamics, women's rights, issues of unpaid care work and how they can contribute to positive changing of narratives. The project employed strategies that amplified the voices of women in the informal economy, giving them a platform to engage with local, and national leadership and communities at large advocating for a change in mindset.

Informal Economy and Rural Transformative Care (IERTC) enhanced the voice and agency of women in the informal economy and rural areas to influence the redress of socio-economic and cultural barriers to care worker protections and recognition of paid and unpaid care work at the local and national level by 2025.

Inclusive Cities Planning Project: The project was aimed at instituting inclusive city planning and designing processes through strengthening the supply side at local government level, ensuring inclusive mutual beneficial engagement in finding lasting solutions in the informal economy. The initiative brought together key stakeholders in the informal economy ecosystem to produce four (4) alternative inclusive city prototypes and co-create solutions with informal traders.

Graduate and Postgraduate Vendors Empowerment Project (GRAPEVINE) was initiated as a realization that many young people from tertiary institutions and universities were finding it difficult to secure employment upon graduation, and would seek refuge in the Informal Economy, but without the requisite business and financial literacy skills. VISET trained and provided working capital support to a total of 158 Graduate Vendors, which continue to be a part of the organization's structures. The project beneficiaries were from all the provinces.

ORGANISATIONAL OVERVIEW

Strengthening The Livelihoods and Resilience for Urban Youths (STELLAR) was aimed at capacitating project beneficiaries with entrepreneurial skills, market information, digital skills and access to working capital. A total of 15 savings groups for youths were formed and supported under the project with capital for starting businesses. In addition to the sustainable savings groups, the project also provided revolving funds to 37 enterprises so they could be resuscitated and strengthened after the challenges faced during COVID-19 lockdowns. As a result of trainings initiated and start up support availed, a total of 346 young informal traders reported that their businesses had been boosted at project close

Women-Traders with Disability Financial Support Initiative (WTDFSI): The Vendors Financial Support Initiative (VEFSI) capacity development project targeting women and informal economy workers with disabilities which was implemented in Harare, Chipinge, Gokwe, Chiwundura, Binga and Goromonzi. The initiative supported 320 female and informal traders with disabilities to help informal economy women workers transform and sustain their existing business enterprises.

The CivActs Action Teams - Accountability Lab: is a pioneering platform for citizen feedback, conversation, and community voice that ensures accountability in development. CivActs established long-term spaces for citizens to convey their concerns to decision-makers and collaborate on context-specific solutions to address the challenges. CivActs works through Community Frontline Associates selected by communities in Bulawayo and Goromonzi to restore broken accountability linkages between residents and duty-bearers. One notable outcome of the Civacts project is the constructive engagement between Ward 16 informal traders and Goromonzi Rural District Council, resulting in the building of an informal sector market stall and ablution facilities at Majuru business center. This initiative will provide space for over 500 informal traders, fostering improvement in infrastructure development.

Vendors Action for Constitutional Reform Project (VACRE): aims at strengthening the ability of vendors in Harare and Zaka (Masvingo Province) to demand accountable governance from their solution holders. Specifically, the project trained 2075 vendors on socio-economic rights, and tools for social accountability and transparency. The project enhanced access by vendors to information on socio-economic rights, tools for social accountability and transparency and created platforms of engagement between the vendors and their solution holders in 2017

Strengthening Local Advocacy Platforms (SLAP): was implemented in 2023, aimed at improving service delivery for informal economy workers and residents in Chitungwiza. The project achieved this by establishing an effective platform for information sharing and dialogue between informal economy workers and local authorities. The efforts of the project contributed to improved responsiveness by the Chitungwiza local authority regarding service delivery.

Economic Governance Initiative (EGI): sought to improve economic governance through devolution and to grow incomes and employment through enterprises and SMEs. Underpinning the project is the need to support the Transitional Stabilisation Programme (TSP) through activities and programs aimed at the implementation of devolved governance in line with the 2013 Constitution of Zimbabwe.

Policy Advocacy, Research, Documentation, and Knowledge Generation: VISET's research and policy interventions have to date targeted respondents in all the 10 provinces of Zimbabwe exploring challenges that affect women's informal cross-border traders including corruption, restrictive immigration laws, policies, lack of infrastructure, gender-based obstacles, crime, xenophobia, and the perception of vending as an illegal trade.

Vendors Election Mobilization and Engagement Agenda (VeMOPA) is a platform aimed at strengthening knowledge, competencies and capacities of young women, youths and people with disabilities in the informal economy to effectively participate in harmonized elections. The VeMOPA platform utilised a range of innovative strategies to reach and educate informal traders about the electoral process such as social media campaigns, bulk SMS, twitter spaces series, electoral processes training, meet-the-candidate campaigns etc. The project has reached over 5,000 informal traders, and led to a greater understanding of the electoral process and an increase in civic engagement. Most importantly, the project contributed to an increase in youth, persons with disabilities, and women's participation in the electoral process

- 1. A key principle that guided the compilation of this Strategic Plan was a transversal approach to implementing the VISET mandate in a more integrated and holistic manner, in which staff, friends of VISET, like-minded organisations, and Board members shared experiential learning.**
- 2. The development of this strategy was undertaken with support from OXFAM Zimbabwe. VISET recognises engagement, active participation, inclusivity, legal and social protection, and economic justice as prime enablers of strengthening Informal Economy Workers' organisation and governance.**
- 3. The VISET Strategy review was attended by representatives from;**
 - National Association of Youth Organisations (NAYO)
 - Accountability Lab Zimbabwe (AL)
 - Oxfam Zimbabwe
 - Zimbabwe Coalition on Debt and Development (ZIMCODD)
 - Youth Empowerment and Transformation Trust (YETT)
 - The University of Zimbabwe (UZ)
 - Zimbabwe Peace Project (ZPP)
 - Domestic Workers Union of Zimbabwe (DWAZ)
 - Edzai Isu Trust (EIT)
 - Economic Justice for Women Project (EJWP)
 - Chitungwiza Residents Trust (CHITREST)
 - Research Hub for Children with Disabilities
 - Ministry of Public Service Labour and Social Welfare – Department of Employment Creation.
 - Zimbabwe Human Rights Association (Zimrights)
 - VISET Board, staff and SOCHAMPs representatives
 - Independent consultants
 - Graduate Vendors representatives
- 4. This strategic plan was produced from a collaborative process, founded on;**
 - Desk review of the previous Strategic Plan 2020-2024
 - Utilising the learnings, shortcomings, and successes of the past using experiential learning to identify the thematic strategies that can propel VISET towards its revised focus.
 - A review and shared understanding of the main challenges, desired outcomes, and aspirations of the informal economy workers in Zimbabwe.
 - Allowing input from both internal and external stakeholders, audiences, and the community at large.
 - Reviewing the organisational structure to ensure a fit-for-purpose organisation.

- 4.1.4.** CORRUPTION is rife at national borders when cross-borders are faced with demands to pay bribes to access service fast. The Youth Empowerment Fund and the Women Development Fund are meant to help marginalised women and youth to start their businesses but there are allegations that only those connected to the highest echelons of power are benefitting the most.
- 4.1.5.** Most members of the informal economy are encountering challenges in accessing lines of credit required to create more investments for their businesses. Informal enterprises have **LIMITED ACCESS TO FORMAL BANKING SERVICES**, including savings and loans, or access to financial services, which hinders their growth and development. By improving access to credit and financial services, informal businesses can overcome these obstacles and effectively invest in their operations and expansion. This can be achieved through microfinance initiatives, creating specialized loan programs, or establishing partnerships with financial institutions to develop tailored financial products for informal entrepreneurs.
- 4.1.6.** THE CURRENCY CRISIS has remained one of the major challenges being encountered by Informal Economy actors with the government fluctuating between the use of United States Dollar and the Zimbabwean Dollar. The currency crisis has undermined timely planning and strategic investments of traders. This is because the effects of currency crisis which include but not limited to hyperinflation, decreased real wages, increased unemployment, an increased debt burden, eroding of pensions, and lower output intersect to militate against optimum business growth.
- 4.1.7.** RETROGRESSIVE TAXATION SYSTEMS have widened the inequality gap and undermined the operations of informal economy workers. The Informal Economy is subjected to several taxes such as the Intermediated Money Transfer Tax (IMTT) of 2%, Presumptive Tax, Withholding Tax, User Fees, and License and Storage Fees that suffocate the businesses of traders. The taxation system is not calibrated in a way that enhances growth with the tax burden not being shared equitably among all business actors.
- 4.1.8.** UNPAID CARE WORK AND CHILD LABOUR INCIDENCE. The burden of unpaid care work is heavily skewed against the women in the informal sector and interventions by stakeholders have to be deliberate in ensuring that there are gender responsive services to emancipate women in the sectors. These services include on-site and off-site support for women in the informal sector, particularly young women.

4.1. Current socio-economic and political context

The Informal Economy has always coexisted with the formal economy since Zimbabwe's independence in 1980. The International Monetary Fund (IMF) estimates that about 60% of the economy in Zimbabwe is now controlled by the Informal Economy making Zimbabwe home to one of the world's largest informal economies. The World Bank Country Economic Memorandum for 2022 states that, 62% of the country's Gross Domestic Product (GDP) is generated from the Informal Economy. While 80% of the country's employment is from the informal economy and over 47% are women. Women (76.5%), who mainly operate from home, dominate both urban and rural micro-enterprises. The women and the youth constitute most of those surviving through the Informal Economy in Zimbabwe. The informal economy thrives in the context of high unemployment, underemployment, poverty, gender inequality, and precarious work. In Zimbabwe, informal workers are concentrated in critical sectors of the economy such as agriculture, mining, and tourism.

The informal economy workers face several challenges including;

- 4.1.1. COMMUNICATION CHANNELS** between informal economy workers, policymakers, and the police are limited. The term 'informal' itself reflects the **lack of recognition, not registered or not protected** within a legal and regulatory framework. Solution-holders treat informal economic workers like they are fugitives of the law.
- 4.1.2. INFORMAL WORKERS** are often considered a nuisance and unworthy of government support and are subjected to severe regulations and **POLICE HARASSMENT**. Police brutality is the most common challenge encountered in the informal economy. Informal economy workers are brutalised by both the Zimbabwe Republic Police and local authority police. They are often accused of selling at undesignated selling points. This situation is caused by lack of viable and designated selling points which is an infrastructural gap issue. This shows that some of the challenges encountered by informal economy workers are interlinked.
- 4.1.3. INFRASTRUCTURAL GAPS** remain a major stumbling block to informal economy workers' businesses making their operating environment difficult. Work in the informal economy is often characterised by small or undefined workplaces, unsafe and unhealthy working conditions, low levels of skills and productivity, low or irregular incomes, long working hours, and lack of access to information and markets. Most informal economy workers and their businesses are **NOT INSURED**. The insurance coverage is supposed to include goods and services such as furniture and funeral services.

The informal economy remains largely marginalised with operators in the informal activities receiving little attention from the formal structures of the state. Currently, the government policies are not inclusive and progressive about informal economy actors' inclusion.

- 4.2.1.** This strategy leverages and contributes to the following national policy documents: The revision of the REGIONAL TOWN AND COUNTRY PLANNING ACT of 1996 promoted the establishment of home-based enterprises but made little changes regarding the government's approach to spatial planning affecting the Informal Economy. New legislation, like the Public Health Act (2018), reinforced restrictions on informal food production, regulating and controlling animal slaughter, and handling of food and water supply.
- 4.2.2.** NATIONAL DEVELOPMENT STRATEGY 1 2021-2025 (NDS1): The NDS1 is founded on the recognition that a transformative and inclusive growth that benefits all Zimbabweans in a fair, transparent, and just manner, deliberately leveraging Zimbabwe's competitive advantages and deepening its commitment to good corporate governance. Under the NDS1, the idea is to facilitate the transition from the informal to the formal economy as a means of increasing the fiscal revenue base, regularising employment, and ultimately growing the economy more sustainably. Under the NDS1 Strategies for Decent Work, the Government of Zimbabwe has prioritized the development and implementation of a national action plan to not only address the most pervasive decent work deficits in the informal economy but also reduce unfair competition between formal and informal economic units, balance the distribution of the tax burden, and raise productivity while sustaining enterprises. Although, in the NDS1, the government has indicated the importance of formalising the informal economy, it has failed to meet those policy pronouncements with policy action. The government policies have shown slow progress in informal actors' inclusion.
- 4.2.3.** The Zimbabwe National Gender Policy (2020) seeks to achieve a gender-just society where men and women enjoy equality and equity and participate as equal partners in the development process of the country. This can be achieved through the critical examination of norms, relations, structures, and systems that reinforce gender inequality at the individual, family, community, and institutional levels. The NDS1 also prioritises gender equality to enhance women's participation in the development process, in line with the Constitution, the SADC Protocol on Gender and Development, the Protocol to the African Charter on Human and People's Rights on the Rights of Women in Africa and SDG 5. The NDS1 aims to accelerate gender mainstreaming through youth and women affirmative action; equal opportunity for all programmes; promoting women into positions of influence; promoting equality at all levels of society; advancing women political representation; youth and women advocacy initiatives; and enhancing access to financing for women in business.

ALIGNMENT TO THE 2063 AFRICAN UNION'S AGENDA

The African Union's Agenda 2063 ASPIRATION 1 focuses on a Prosperous Africa, based on Inclusive Growth and Sustainable Development. For the informal economy workers, Priority areas are Incomes, Jobs and decent work, Social security and protection including Persons with Disabilities, and Sustainable and inclusive economic growth. This requires formalisation of the Informal Economy, job creation for youths, promoting entrepreneurship, affordable market space or to operate from, and free movement and trade (regional integration). Aspiration 7 recognises Africa as a strong, united and influential global player and partner if the informal economy workers are to be part of the regional integration for easy access to modern and affordable markets to operate from.

4.4 ALIGNMENT TO THE 2030 AGENDA AND THE SUSTAINABLE DEVELOPMENT GOALS

At the Global level, THE 2030 AGENDA AND THE SUSTAINABLE DEVELOPMENT GOALS (SDGS), the VISET strategy will directly contribute to:

- SDG1: End poverty in all its forms through capacitation from informal workers to formal workers, generation of income; employment creation for Informal Economy.
- SDG 5 on gender equality by working to address gender imbalances in the informal economy. The Sustainable Development Goal (SDG) number 5 on achieving gender equality and empowering all women and girls is increasingly being recognised across the world. It should however be emphasized that recognition does not necessarily mean implementation and adoption. It is difficult to change harmful gender norms and the resources required to support efforts towards the promotion of gender equality if change is to be achieved.
- SDG 8 (Decent Work and Economic Growth): Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, future of work, informal economy, creativity and innovation, and encourage formalisation and growth of micro-, small- and medium-sized enterprises including through access to financial services, and enactment of sound national employment policies.
- SDG 10 on Reduced Inequalities—promote participatory and inclusive development. Unpaid care work; Social protection; financial inclusion for women to access loans; infrastructure especially for PWDs. This is about empowering and promoting the social, economic and political inclusion of all irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status.

- **SDG 12** on ensuring sustainable consumption and production patterns by promoting access to renewable forms of energy and leveraging to raise environmental awareness.
- **SDG11: Sustainable cities:** encourages regulation and recognition- safe markets for informal traders and efficient transport system
- **GOAL 13** on climate action promotes informal work that highlights climate change issues and takes relevant climate actions and environmental consciousness. The green-collar informal workers promote Climate-smart agriculture and organic farming.
- **GOAL 16** on Peace, Justice, and strong institutions which is aligned to lobbying that includes governance work.

4.5. STAKEHOLDER ANALYSIS – THE FRIENDS OF VISET MATRIX

The important stakeholders required for the successful implementation of this strategic plan include. See Annex Number 1

4.6. THE PRIORITY ASPIRATIONS OF INFORMAL ECONOMY WORKERS

The major challenges faced by the Informal Economy include limited access to finance, lack of legal recognition, violation of their rights, lack of social protection, and inadequate infrastructure. It is from these challenges that VISET identified the major desired outcomes of the informal economy workers namely;

- Informal worker-friendly policies that promote protection, recognition, dignity, decency and growth of the Informal Economy.
- Generation and doubling of the incomes of informal economy workers especially women, youths, and people with disabilities.
- Conducive infrastructure and working conditions that promote decent work and the right to work
- Access to financial services and modern affordable markets to operate for enterprise growth and improved livelihoods
- Access to legal and social protection.
- Informed informal economy workers (knowledgeable)
- Inclusive economy.
- Free movement and trade in the region
- Informal workers who value their constitutional rights and the environment
- Representation in parliament and engagement with duty-bearers and solution-holders

4.6. RISKS IN ACHIEVING VISET'S VISION AND MISSION:

Risk	Impact	Likelihood of happening	Mitigatory measures
Mistrust between government and CSOs may result in suspending or banning VISET's work.	Advocacy work may bring out issues that may be viewed as subversive to the ruling government and not considered constructive criticism	High	<ul style="list-style-type: none"> ○ Self-censorship ○ Deliver powerful transformative messages as enshrined in the Constitution of Zimbabwe ○ Use social accountability strategy that promotes deliberative dialogue between vendors and the state.
Shrinking civil society space due the passing of the PVO Bill.	<ul style="list-style-type: none"> ○ Might not get foreign funding. ○ Inability to attract donors or corporate partners due to competition in philanthropy and sponsorships. ○ Reduced funding ○ High staff turnover 	Medium to High.	<ul style="list-style-type: none"> ○ Register as PVO ○ Diversify revenue streams. ○ Recruit professionals who can develop new businesses, document, and market the organisation ○ Introduce membership subscription fees
Informal economy workers may be arrested, intimidated, tortured, and jailed for violating or non-compliance on Local Authority's by-laws in the country.	<ul style="list-style-type: none"> ○ Instil fear in other vendors. ○ vendors' voices may not be amplified. ○ Loss of revenue ○ VISET can be viewed as promoting the regime change agenda when representing or protecting the informal economy workers 	High	<ul style="list-style-type: none"> ○ Self-censorship ○ Strengthen the voices of informal economy workers and/or their movement
Change in donor priorities for Zimbabwe	<ul style="list-style-type: none"> ○ Lack of funds to support the informal economy-related programmes ○ Disgruntled VISET members 	medium	<ul style="list-style-type: none"> ○ Programme realignment. ○ Innovative fundraising from other partners.
Inconsistency of government policies	<ul style="list-style-type: none"> ○ Banning of programmes that promote transformational processes and advocacy 	medium	<ul style="list-style-type: none"> ○ Engage an organisational lawyer and petitioner ○ Be part of the formalisation process of the Informal Economy ○ Engage with relevant government departments

VALUES: THE CORE FOUNDATIONS OF VISET

THE VISET UPHOLDS THE FOLLOWING FIVE CORE VALUES;

INCLUSIVITY: Making the workplace welcoming to and supportive of all including young or emerging informal economy workers and persons with disabilities from underprivileged rural, peri-urban and urban areas.

SUSTAINABILITY: This is taking a holistic approach that embraces people and the environment, and making long-lasting changes in addressing issues that affect IEWs. VISET has a role in developing & protecting our environment & securing its sustainability for future generations

ACCOUNTABILITY: Creating a successful and positive workplace environment that involves taking ownership of own actions and responsibilities for achieving success as well as being accountable to others to foster team spirit, collaboration and mutual support.

SOLIDARITY: Mutual commitment to the informal economic workers' cause and needs in a way that promotes interconnectedness, unity and collectiveness with IEWs.

DIGNITY: VISET will help IEWs to find their voices, defend, protect and change their situations, and strengthen their capacity in the process. IEWs have equal inherent human dignity that cannot be waived or diminished, that needs recognition and respect as well as having the solution holders with a positive obligation to progressively realise human dignity through the mechanism of socio-economic rights.

VISION

We envision a knowledgeable, protected, recognised, and empowered informal economy worker enjoying decent work, enterprise growth, and sustainable livelihoods.

MISSION

To build an inclusive and informed proactive network of informal economy workers that is organised, coordinated, able to engage solution holders and duty bearers, and influence policies and development.

KEY INDICATORS FOR ACHIEVING VISET VISION AND MISSION

- A strong movement of informal economy workers actively engaging with solution-holders and duty-bearers
- Number of graduates, women entrepreneurs, cross-border traders and PWDs, operating at designated and regularised sites
- Number of IEWs using knowledge and digital skills gained in entrepreneurial skills, access to market information, and access to working capital.
- Percentage of women, youth and persons with disability IEWs reporting strengthened ability to participate in key civic issues such as Budget Consultation
- Number of IEWs with diversified sources of income.

STRATEGIC THEMATIC AREAS

VISET'S WORK IS ANCHORED ON THE FOLLOWING FOUR STRATEGIC THEMATIC AREAS

STRATEGIC THEMATIC AREA 1: Economic Justice and Livelihoods

Outcome: Decent work that doubles the income of informal economy workers

Strategies

- Leverage on free movement and trade existing platforms such as ZIMTRADE and Africa Continental free Trade Area(ACFTA)
- Popularize the national and regional trade channels and platforms
- Peer-to-peer learning exchange programs
- Budget Monitoring and Expenditure tracking and engagement
- Right to work & Decent Work popularisation
- Advocate for a fair tax justice system

STRATEGIC THEMATIC AREA 2: Entrepreneurship Development and Organisational Growth

Outcome: Self-sustaining organisation efficiently supporting IEW members to increase multiple income streams from their enterprises.

Strategies

- E-marketing membership database with an issued VISET membership card
- Promote social enterprises for income generation and support innovative business models such as;
 - Introduce a revolving fund to VISET members to save money to use to grow their businesses,
 - Introduce social security systems that offer protection against income shocks and economic vulnerabilities for informal workers and their families
 - Establish retirement plans or pension schemes to ensure long-term financial security for informal workers.
 - Establish/ link vendors to Microfinance to access loans and funeral policy.
- Facilitating networking events and platforms that bring together informal and formal businesses for collaboration, and partnership opportunities.
- Promote e-market linkage platforms to improve market presence and expand customer base.

STRATEGIC THEMATIC AREA 3: Governance and Human Rights in the Informal Economy

Outcome: Informal economy workers able to interact and influence authorities with confidence

Strategies

- IEW Membership drive
- Community outreaches
- Organise members into Civic Action Teams
- Training of local Civic Action Teams
- Capacity building of vendors with political aspirations
- Voter mobilisation and engagement

STRATEGIC THEMATIC AREA 4: Diversity Equality and Inclusion in the Informal Economy

Outcome: Equal access and opportunities in participation and leadership positions for women, youths, and persons with disabilities

Strategies

- Promote participation of women youths, and PWDs in development-anchored decision-making processes.
- Amplifying the voices of women in the informal economy by giving them a platform to engage with duty-bearers.
- Conduct Women transformational leadership and rights training that promote equal participation and opportunities in leadership positions and representation.
- Promote juvenile IEW empowerment programmes required to end gender disparities and gender-based violence.
- Targeting graduate IEWs to get mentorship and opportunities for internship.
- Promote couple gender dialogues directed at tackling harmful norms and unequal power dynamics.
- Mentoring and coaching Male Champions facilitators to deliver impactful dialogues.
- Develop a policy brief on formalization and leadership.
- Promote social safety nets and social security systems to protect informal workers and their families.

7. HOW WE WILL WORK - OUR APPROACHES

- Design thinking – co-creation of innovative solutions.
- Cross-country (regional) collaborative learning and inspiration.
- Promotion of organisational growth, stability and sustainable operations and governance.
- Policy advocacy, Documentation, and Legal protection.
- Provide Innovation and Business Services.
- Informal Economy Movement Building.
- Enterprise development, growth and Sustainability.
- Capacity development of the informal economy workers.

CHANGING VISET

OUR THEORY OF CHANGE IS BASED ON THE FOLLOWING MATRIX

Community Building	Solution Building	Resource Deployment
<ul style="list-style-type: none">✓ Our Structures✓ Our Membership✓ Our Alliances✓ Our Coalitions	<ul style="list-style-type: none">• Responsive• Preventative	<ul style="list-style-type: none">❖ Financial❖ Human❖ Time❖ Innovation



REGIONAL EXPANSION AND VISET CHAPTERS CONSOLIDATION

- *Leverage on the existing VISET Namibia and Swaziland Chapters*
- *Build Networks and Coalitions with Informal Economy Associations in the SADC Region and beyond*
- *Champion the Regional and Continental formalisation of the informal economy through Policy Advocacy, Lobby, Research, Documentation and Movement Building*
- *Leverage on free movement and trade existing platforms such as ZIMTRADE and Africa Continental free Trade Area(ACfTA)*
- *Strengthen regional advocacy towards the 2030 Agenda and the Sustainable Development Goals (SDGs),*
- *Solidification of regional initiatives that support the Livelihoods and Resilience for Urban Youths*
- *Strengthening the potential role of Simplified Trade Regimes (STRs) in addressing challenges faced by informal cross border traders in Southern African Development Community (SADC*



RESOURCE MOBILISATION AND SUSTAINABILITY STRATEGIES

The resource mobilisation strategy is aligned with VISET's mission, vision, objectives and five-year strategy under Strategic Thematic Area 2 which focuses on promoting organisational growth, stability, and sustainable operations and governance. The desired outcome of this strategy is to see VISET as a self-sustaining organisation operating efficiently and financially stable with diversified revenue streams in the national, regional, and international arena. Resource mobilisation in VISET is needed to;

- *Support organisational sustainability (Programmatic sustainability, Institutional sustainability and financial sustainability)*
- *Ensure consistent and continuation of the organisation's service provision to its clients,*
- *Generate new business opportunities*





COMMUNICATING OUR STRATEGY

COMMUNICATION STRATEGY TOOLS

- *Develop a visual executive summary or infographic depicting the key aspects of the Strategy.*
- *Develop a Master presentation to share the key elements and describe the strategy consistently at all levels of the organisation.*
- *A roundtable for all VISET staff, in which the strategy is discussed, role clarity and what is expected of all staff members.*
- *Regularly organise functional 'All hands meetings' where VISET Management share insights with teams or departments and help connect their work to the larger strategy.*