

# Annual Report

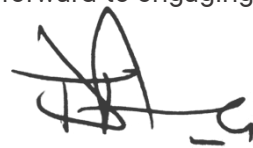


# Executive Director's Note

SIVIO Institute (SI) is officially two years old. It has been a delightful experience to establish what merely started off as a dream and a concept which culminated in several intense consultations that led to what is present day SIVIO Institute. This is an organisation in motion- we must refine moving parts. I am glad that as I write this introductory note to our first annual report, we can make the claim that several institutionalisation processes have been a success. These successes include but are not limited to; (i) the development and deployment of a new organisation-wide strategy that captures the current issues inhibiting Zimbabwe's inclusive growth and democratisation, (ii) an active board, (iii) a vibrant and young team of Zimbabweans who are leading change from the front, (iv) modest working space and (v) widespread recognition of the organisation as a new disruptive force in the Zimbabwean civil society space. We are not yet in a place where we can claim success, it would be naïve to do so but we can boldly state that we have turned a corner. There is one area though where we can claim to have been successful- leveraging technology. We have launched not one but three active integrated technology platforms; (i) [zimcitizenswatch](#), (ii) [openbudgetzim](#) and (iii) [the Philanthropy Lab](#) -. These platforms are open and accessible to all, easy to use and very critical for the new discourse that we are pushing and the demographic groups (millennials and those born after them) that we are trying to nurture as engaged citizens. In the

process we have through pure serendipity become a data organisation. Through our policy tracking and budget performance work we have become the go-to organisation for those in the media, policy analysis and curious citizens interested in understanding how the government is performing. We are also probably the only organisation to have a knowledge repository on giving in Zimbabwe. Our use of technology was driven by a desire to contain costs, but we have been pleasantly surprised by where that has taken us to. We are making investments to reposition ourselves as a credible source of data.

There are still several outstanding issues as far as institutional growth and sustainability are concerned and the following remain a priority during 2020, (i) improved visibility of the institution and the work that we do, (ii) securing medium to long term diversified funding for all our existing centres and (iii) improved/increased role for the board in sharpening strategy and fundraising support. In this annual report, we discuss the successes of the past year and look forward to engaging with you in 2020.



**Tendai Murisa**

**SIVIO Institute Executive Director**

## Introduction

We probably chose the worst year to deepen our roots in Zimbabwe. The dominant feature of 2019 was declining socio-economic conditions and pronounced threats to civic liberties. It was characterized by halting and at times incomprehensible efforts to address the socio-economic challenges faced by the country. The period was also characterized by increasing antagonism between government and the main opposition party. The Government of Zimbabwe (GoZ) established a new platform for dialogue for all political parties. However, the biggest opposition party- Movement for Democratic Change – Alliance (MDC-A) is not a part of the dialogue platform and it continued to challenge the legitimacy of the current president. The country was engulfed in violent protests in January in response to the increase in fuel prices. The protestors destroyed properties owned by both private individuals and the state. The state's response to these protests was unusually heavy-handed- it led to the death of civilians.

However, we still saw a need and indeed recognized opportunities to position ourselves as a force for good. We created platforms for policy dialogue and policy training that acknowledge the polarized nature of our society but also the need to forge a compact of sorts for the country to move forward. We spoke to citizens spread across the country as part of an attempt to keep them engaged with public processes and to make sure that we capture their opinions and perceptions of the performance of officeholders within local and central government. Our task was not just to measure performance but to create a basis for a new conversation around factors that impede central and local governments from performing as they should. We also realized that democracy in many instances had been reduced to the act of casting votes and it rarely extended into a discussion of what happens in between the

elections. The manifestos presented during the campaign for office are soon forgotten and the technocratic processes then set it. In our surveys we realized that citizens want a better deal; they want increased involvement in the day to day planning and management of public resources. We also learnt that citizens' lives are not only defined by the type of government in power but instead there are things that citizens do with each other. Scholars have called this agency or social capital. We are keen on growing the agency of citizens inclusive of things that citizens do with government. We subscribe to the idea that the current governance crisis can be resolved through a new framework which David Mathews of the Kettering Foundation has called the 'With' approach. Governments should not just do things for citizens, but they should work with citizens. Our work in the centre for philanthropy and community focused on determining the extent to which citizens engage in acts of solidarity or giving.

In this report we discuss the activities that we carried out throughout the year in a detailed manner. It was not all a success. We have struggled and failed in many ways. We probably took on a lot more than we could bite and ended up with a fatigued team.

## Background

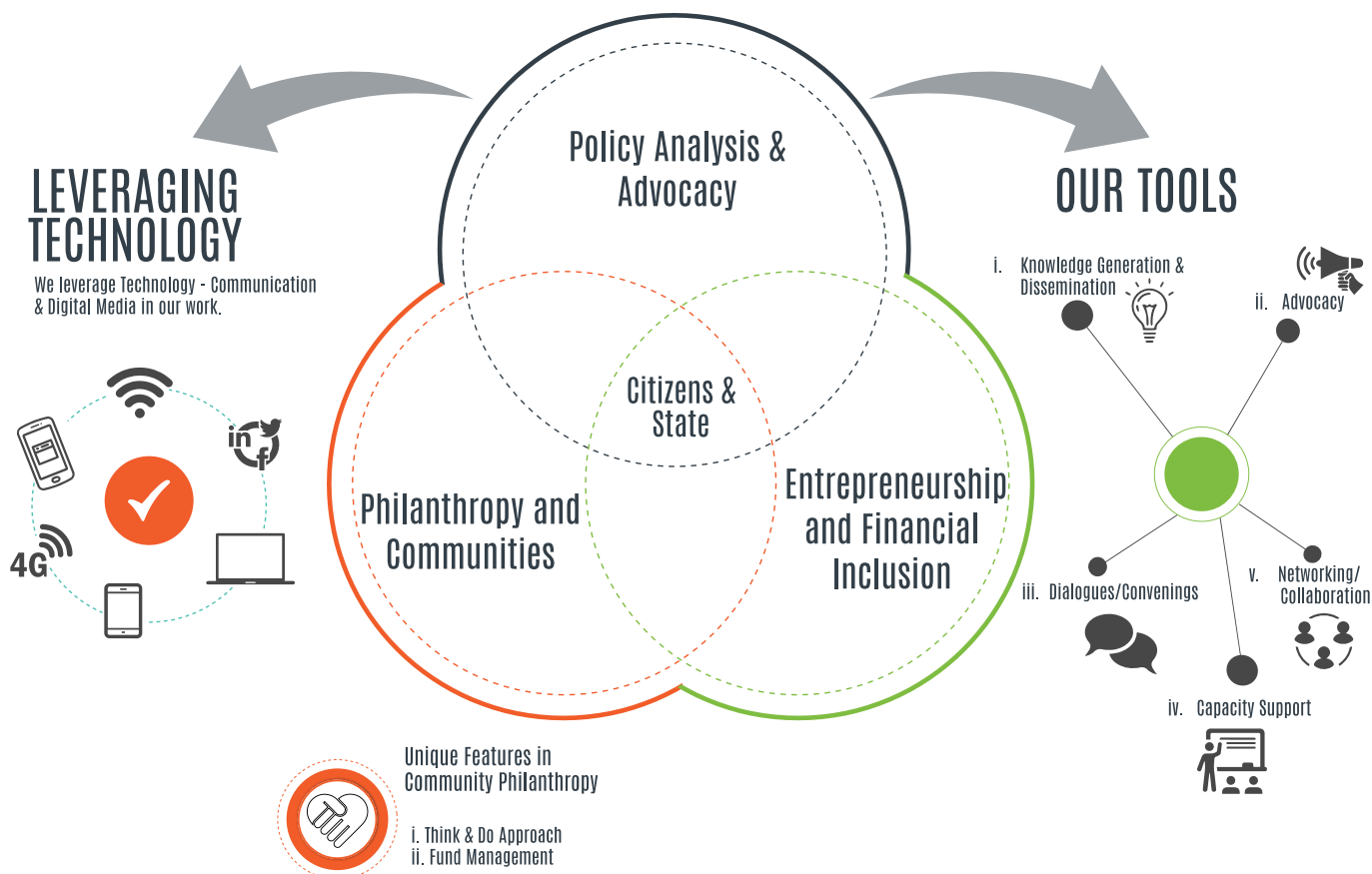
At our inception, we committed ourselves to work towards the achievement of inclusive societies that are characterized by political systems which are open to all and tolerant of diversity of opinion and identity. We also stated that the hallmark of inclusive societies should be an engaged citizenry, broadly shared economic growth, respect for human rights, and equitable access to social goods such as health, education, housing, food security and sanitation. In all this we believe that

citizens and the civil society that they belong to are critical both as a space in which values, frameworks of development and ideologies are contested and defined but also as an arena where organized social formations can tilt the balance of power and influence it for the greater good of society. Given the above we identified the following problems as requiring urgent solutions or new ways of thinking:

- Inadequate performance of existing political system
- Increasing poverty and inequality
- Limited coherence of policies across sectors

- Ineffectual participation in public processes by non-state actors
- Increased dependence on external resources and limited leveraging of local resources

In 2019 we successfully revised our strategy in a participatory manner. All staff spent three days in a workshop where they brainstormed on what the strategy should be. The refined strategy speaks to the existing context and positions SI to play an influential role in resolving some of these. One of the major outcomes from the strategy review process was the re-designation of our centres as per figure below:



## Contextual Analysis-Operating Environment

Government's Transitional Stabilisation Program (TSP) together with the policy pronouncements made by the Ministry of Finance and the Reserve Bank of Zimbabwe (RBZ), are similar to the measures instituted by government under the Economic Structural Adjustment Program (ESAP) of the 1990s. The TSP, like ESAP is focused on privatisation, reducing government expenditure and re-engaging with the international financial circuits. We are also aware that ESAP led to de-industrialisation, loss of jobs, contraction of the economy and negatively affected the capacity of the state to deliver social services especially in health, education and housing. While government expenditure has been reduced and the Ministry of Finance is now reporting on positive balances in government accounts, the benefits of this cap on expenditure and budget surplus have not translated to improved social services, increased employment opportunities and general living conditions for ordinary citizens.

In addition, despite the pronouncements by the new government around engaging more with citizens, the current political system and culture in Zimbabwe is still top-down, expert-led and narrow. There has been very limited attempt at engendering a radically different paradigm of participatory governance and inclusive development. Local governance is also in a dismal state; dominated by elected officials with limited input by ordinary citizens, whether in ZANU PF or MDC led local authorities. Local authorities have in the process missed out on the positive synergies that are derived from the inclusion of different stakeholders in problem solving processes, despite provisions in the Constitution that affirm broad based participation in national processes as an indivisible right, such as Section 13(2) of the Constitution which obligates the Government to "...involve the people in the

formulation and implementation of development plans and programmes that affect them". Under the Constitution of Zimbabwe (Section 264), the role and function of local government will be further expanded under the process of devolution. According to the Constitution, the main objectives of the devolution process is amongst others to "give powers of local governance to the people and enhance their participation in the exercise of the powers of the State and in making decisions affecting them", to promote a more "democratic, effective, transparent, accountable and coherent government in Zimbabwe" and to enhance the rights of local communities to be involved in their own development processes.

We recognise however that edict alone, no matter how well meaning, does not shape practice. The problem of participation is not that participation is impossible to achieve; but rather, that it is impossible to achieve for others. The challenge of participation is about how citizens become participants in their own right: choosing to move across institutional and knowledge terrains to create new spaces for communities and organisations to 'participate' together. While provisions for participation are in place, it is still not clear how the actual process of devolution will be implemented and if both citizens and local government structures are fully equipped or knowledgeable around the entire process. Against this backdrop SI's focus was on the design of new processes that will contribute towards enhancing citizens' participation in local governance processes.



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## Institutional Development

We successfully concluded the transition from working virtually to having physical offices, which coupled with having a clean audit of our 2018 finances, has opened opportunities and space for SI in terms of new funding opportunities. We have been aggressively fundraising. We secured grant funds from several funding partners inclusive of Delta Philanthropies, Ford Foundation, GIZ, Open Society Initiatives for Southern Africa (OSISA) as per the table below:

**Table 1: Funding Grants Secured in 2019**

Funder	Grant Amount (US\$)	Purpose of Grant
Delta Philanthropies	25,000.00	Institutional and program support
Ford Foundation	50,000.00	Understanding and promoting philanthropy in Zimbabwe
GIZ	40,000.00	Policy Analysis and Advocacy Training
OSISA	50,000.00	Strengthening Citizen Engagement in Public Policy Processes
Adullam Foundation	3,000.00	The development of an Ecosystem that supports/enhances Entrepreneurship in Zimbabwe
<b>Total</b>	<b>168,000.00</b>	

We have also started exploring and discussing as a team the implications of being 100% reliant on donor funds and how we must start to think of own income revenue streams to ensure the sustainability/resilience of the organisation. We worked closely with the board in growing our financial resources. We were also able to secure some of our resources from African philanthropists. The general socio-economic and political environment within Zimbabwe remains challenging. We had to contend with cash and fuel shortages. The shortage of cash also drove us to explore ways of being a cashless organisation. We have significantly reduced instances where need to transact cash. Furthermore we operated under a cloud of uncertainty. There was always talk of new laws that may create new reporting requirements and serve to shrink the public space.

## Highlights of our Accomplishments in 2019

Our program work is organized around three areas; (i) Centre for Policy Analysis and Advocacy, (ii) Centre for Philanthropy and Communities and (iii) Centre for Entrepreneurship and Financial Inclusion. We have several projects (which we refer to as initiatives) that are unevenly funded within each centre. The rolling out of projects within each centre has been uneven and mostly influenced by availability of resources.

**Table 2: Initiatives undertaken across the Centres**

Centre	Initiative	Tools
Policy Analysis and Advocacy	Citizens' Voices in Public Policy	Knowledge Generation
	Tracking Government Performance	ITPs - <a href="http://zimcitizenswatch.org">zimcitizenswatch.org</a> openbudgetzim
	The Policy School	Training
	The Think-Tanks Initiative	Knowledge Generation
Philanthropy and Communities	Do Zimbabweans Give?	Knowledge Generation
	Growing Philanthropy in Zimbabwe	ITP - <a href="#">The Philanthropy Lab</a> Advisory Support
Entrepreneurship and Financial Inclusion	Victorious Companies Initiative	Training and Mentorship Re-granting

### Centre for Policy Analysis and Advocacy

We are probably best known for the work we do in the centre for policy analysis and advocacy. We have several initiatives that cut across most of our strategic tools. In 2019 we carried out the following:

#### *Policy Dialogue*

We hosted a two-day International Conference under the theme: *'First year of the Second Republic: Continuing with the old or breaking with the past'*. The conference provided an opportunity to discuss the current challenges that Zimbabwe is faced with and it sought to contribute towards Zimbabwe's inclusive socio-economic transformation.

We also used the platform to address the challenge of polarization. Actors from major political parties were invited to make an input on the topical issue of Zimbabwe's turn around. A total of 68 international and local participants drawn from government, civil society, academia and business participated in the conference. The conference was also a platform for the official launch of our two reports entitled *'The First Year of the Second Republic'* and the *'Report on National Baseline Survey of Citizens Perspectives and Expectations on the Second Republic'*.







## Policy Training

We designed and launched our inaugural Policy Analysis and Advocacy Training School. The school's faculty was composed of an even balance between experienced academics and development practitioners. The school was informed by a needs assessment which we carried out to understand (i) if the proposed training on policy analysis and advocacy was relevant, (ii) to identify the specific areas of need and (iii) to gauge interest in the training. The course used a blended approach where we utilize both the online and face to face methods of teaching.

The course was held in Kadoma from the 27th of October to the 2nd of November 2019. Of the 57 eligible applications received, 18 participants (7 females; 11 males) were selected for the face-to-face training.

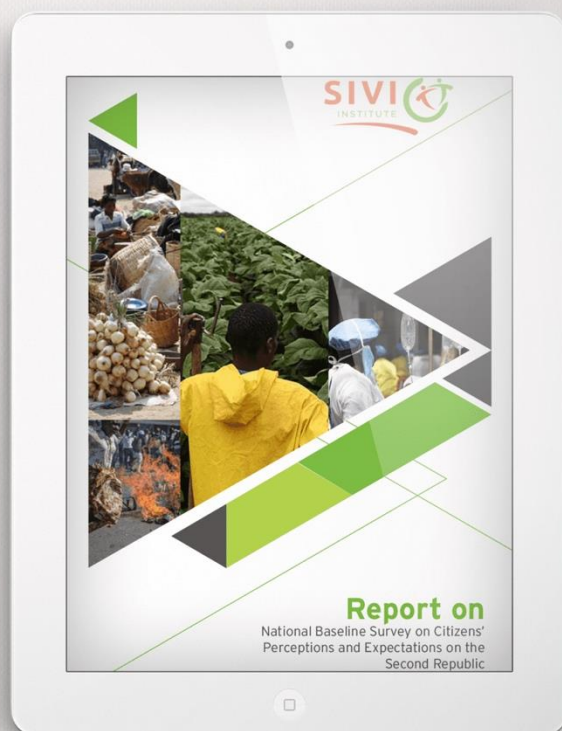
All the course content and materials provided and used during the course in Kadoma (i.e. lecture notes, presentations, assignments, reference materials) together with the course reader have



been uploaded onto our [Online Learning Management System](#)

## Policy Analysis

We engaged in policy analysis using data generated on our [online tracker](#) and [#openbudgetzim](#). We prepared several policy-related analytical pieces as per the table below.



**Table 3: Policy Analytical Pieces Produced in 2019**

Name of Publication	Type	Available as digital	Available as print
Report on National Baseline Survey of Citizens Perspectives and Expectations on the Second Republic	Report	✓	✓
Report on The First Year of the Second Republic	Report	✓	✓
To Compensate or Not To- Revisiting the Debate on Compensation for Former Large-Scale Farmers in Zimbabwe	Policy Brief	✓	
On Corruption and Economic Development: Review of Actions Taken by the Government of Zimbabwe in July 2019	Policy Insight	✓	
New Dispensation Bravado Incoherencies and Costly Blunders – Analysis of Government Performance since July 2018	Report	✓	

Our analysis and recommendations are mostly steeped in Political Economy. Most of the suggestions we make focus on re-organising society, radically shifting power and creating possibilities for equitable growth. We acknowledge in most of our writings that there is no silver bullet solution to the problems that Zimbabwe faces but rather these are mostly wicked problems that have no easy fix. Our most discussed piece was the report on the “[First Year of the Second Republic](#)’ entitled ‘[New Dispensation? Bravado Incoherencies and Costly Blunders.](#)’ In the report we highlighted the contradictions in economic policy making especially the negative growth and worsening of livelihoods despite the bullish rhetoric of officeholders. We also noted the need for ongoing political dialogue. We also wrote policy briefs focused on [how to resolve the land compensation issue](#) and [addressing corruption](#).

We were invited to various programs on radio stations and online broadcasting television networks such as StarFM, Capitalk FM, Classic 263FM and Zimpapers TV Network to make an

input into ongoing policy reforms. These platforms afforded SI an opportunity to discuss public policy in accessible terms. Our work was also widely cited by others making an input into policy processes.



## To Compensate or Not To?

Revisiting the Debate on Compensation for Former Large-Scale Farmers in Zimbabwe

By Tendai Murisa

### Introduction

The Government of Zimbabwe (GoZ) has since November 2017 been engaged in attempts to normalize economic relations with traditional donors, international

## Centre for Philanthropy and Communities

The mandate of the centre is to contribute towards the growth of local philanthropy and to wean communities from dependence on external resources. We carried out a number of initiatives focused on growing local philanthropy that include scoping studies focused on gauging of

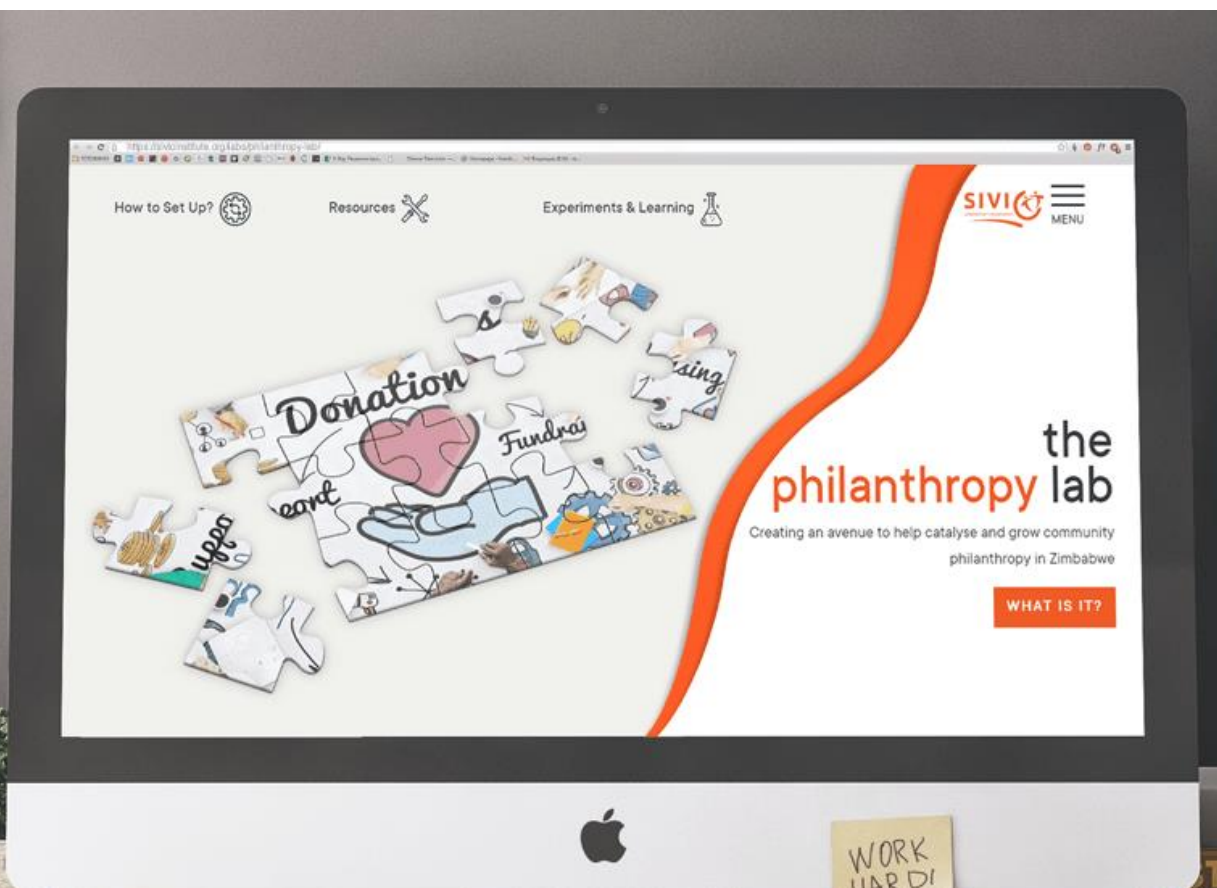
### *Scoping Studies*

We carried out a field survey and desk-top based research to gauge Zimbabweans' interests in the area of giving. The studies have contributed towards an improved understanding of the different manifestations of philanthropy across Zimbabwe. The field survey, probably the first of its kind ever done in Zimbabwe, was completed by 1 254 respondents from across the 10 provinces and Zimbabweans in the diaspora. The report on how Zimbabwe give has been completed and will be launched in February 2020. We discovered that most Zimbabweans give in their individual capacities in mostly informal ways. immediate family, extended family, local community and to specific causes such as religious, public appeals for resources in response to a disaster and just to strangers. We also noted that in many instances

interest and level of activities in the space, preliminary one on one dialogues with key actors, development of an online based philanthropy lab which provides a one stop shop on establishing and sustaining a philanthropy focused organisation. These activities are discussed in more detail below:

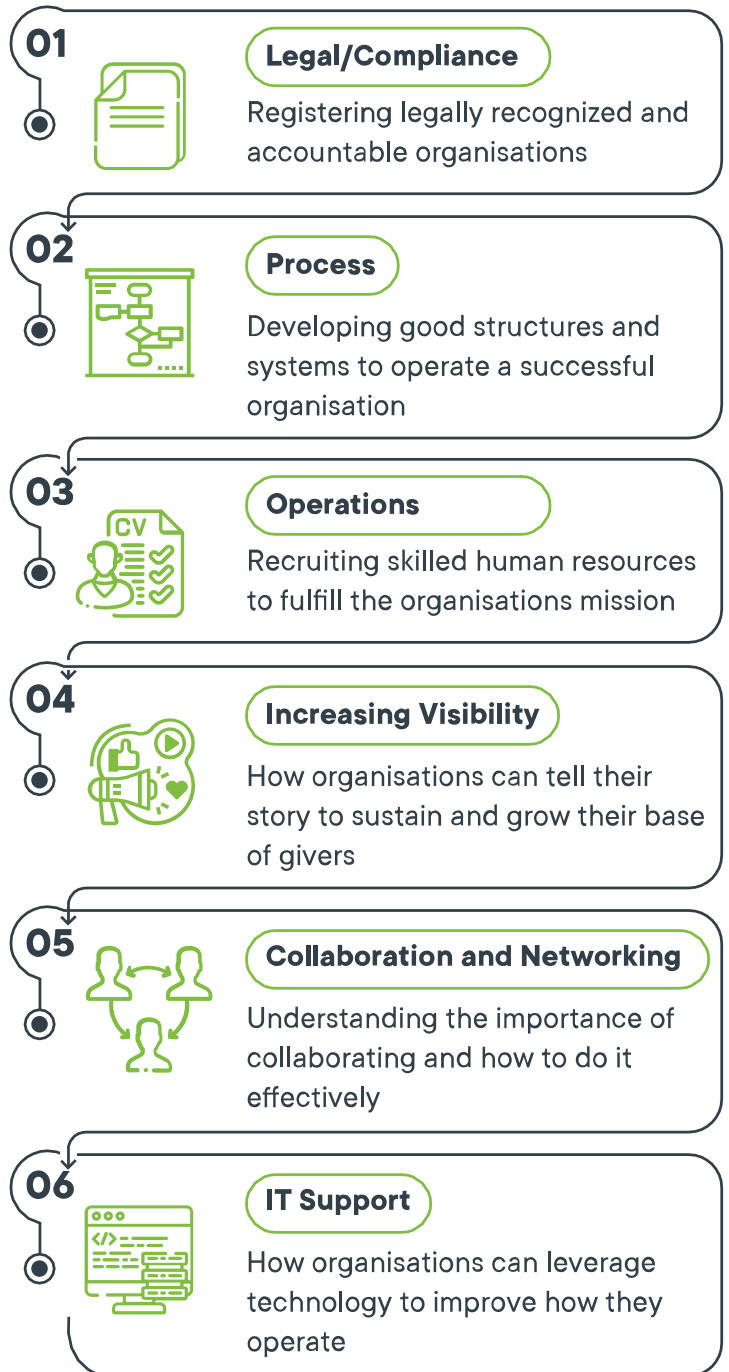
leverage local resources. Case study reports on each of these organisations have been developed.

Using desktop research, we have developed a database on the various types of philanthropy/giving in Zimbabwe looking at High Net Work Individuals (HNWIs); Corporate Social Responsibility Initiatives as well as Community Foundations. The HNWI database for example comprises of a wide cross-section of individuals involved in business activities (retail, telecommunications, mining, hospitality, agriculture, commodity trading, transport, insurance) and high-profile sports personalities, religious leaders who are involved in philanthropic initiatives within the areas of education, community development; girl empowerment; youth support; sports and technology and innovation.



organisation for the following categories; (i) high net worth individuals, (ii) school and university alumni networks and (iii) communities and other common interest groups. [The Philanthropy Lab](#) contributes towards ensuring improved availability of information on setting up philanthropy organisations and platforms. The idea behind the Philanthropy Lab is to help catalyse and grow practices of giving across the country. The Lab was influenced by findings from our survey where we found that many Zimbabweans are engaged in different forms and ways of giving. However, most of the giving is highly informal and not traceable. One of the reasons behind the establishment of SI was to help grow domestic philanthropy initially across Zimbabwe and then replicate the same approach across Africa. Findings from the study challenged us to rethink ways in which we could grow philanthropy especially given the way it is highly atomized and also the lack of trust in institutions. The Lab provides an opportunity to help establish and nurture the growth of organisations that have effective mechanisms to mobilize resources from within communities. We also focused on ensuring that there are adequate internal governance mechanisms which potentially contribute towards improved trust by would be donors. The Philanthropy Lab is designed around pillars which we think are critical for developing and nurturing effective, predictable and transparent organisations across the different categories of philanthropy actors.

### Pillars of the Philanthropy Lab



### *Convenings, Advocacy and Networking*

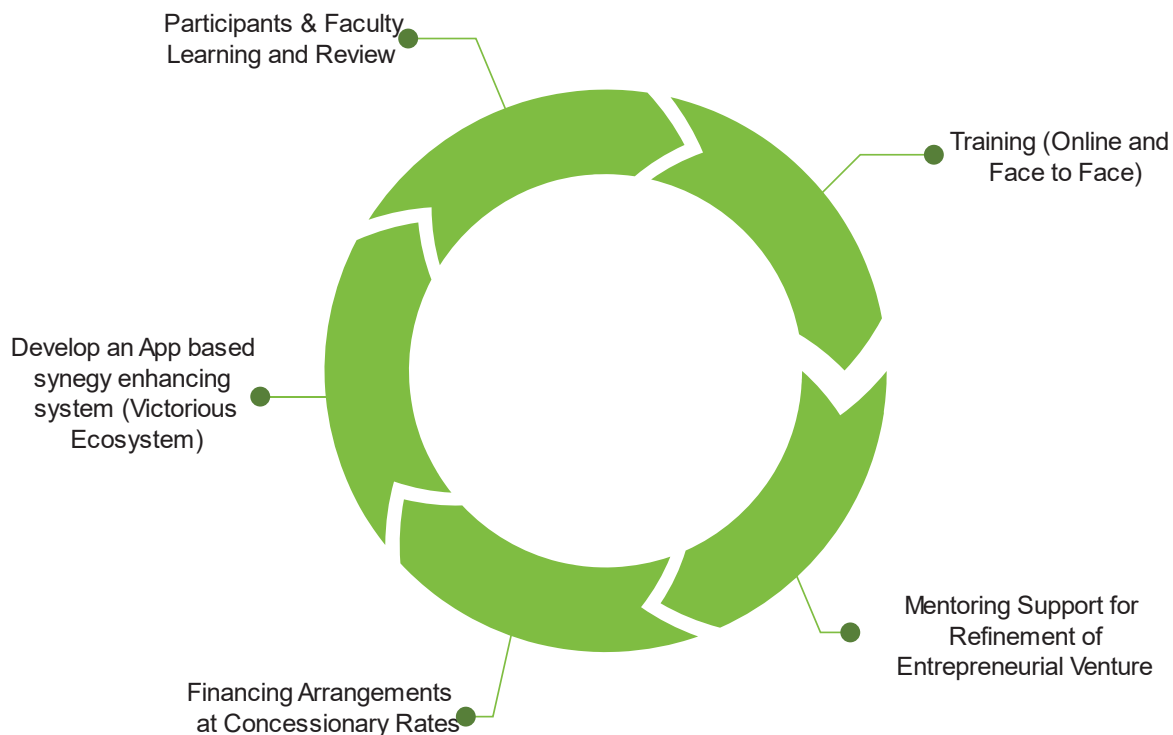
We established the Zimbabwe Philanthropy Reference Group (ZPRG), which is providing advisory support during programme implementation. We organised one convening for the initial meeting of the ZPRG where discussions on Philanthropy in Zimbabwe as well as the process around the development of the Philanthropy Lab were held. The ZPRG provided insights on the need to ensure that the Philanthropy Lab had an African context/feel to it and was also not overly complicated and technical given the target audience it aimed to reach. We made sure to have a balance between local and regional expertise within the ZPRG.

## Centre for Entrepreneurship

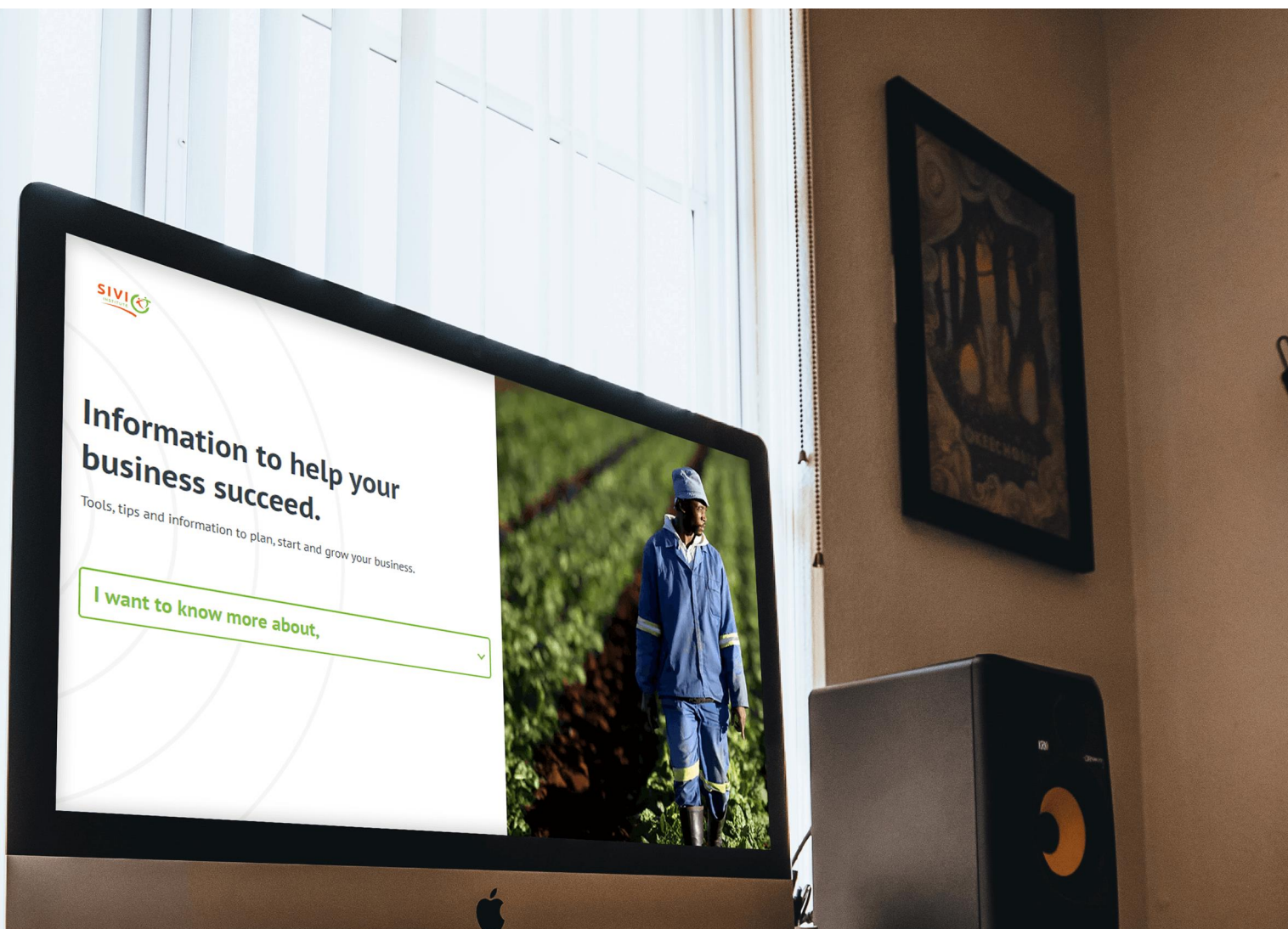
We have in the past twelve months spent time analysing gaps within the space of entrepreneurship. We hold to the hypothesis that 'if adequately supported, entrepreneurs that establish formal micro, small and medium scale enterprises could significantly contribute towards equitable economic growth'. However, we were hesitant initially to roll out a program without an adequate understanding of the terrain. We carried out a study on prospects for MSMEs in Zimbabwe. Through that study we realized the need for a holistic approach towards supporting entrepreneurs. We spent the final quarter of the year designing a program which adopts an ecosystem approach towards supporting entrepreneurship in Zimbabwe



## Ecosystem approach towards supporting entrepreneurship in Zimbabwe



We have also developed a virtual **Entrepreneurship Lab** which provides tools for existing and would be entrepreneurs. We will integrate the Lab with the Entrepreneurship School which we will be rolling out in 2020.



**Table 5: Highlights of Work Carried out in 2019**

Area	Specific Initiatives	Outputs
Centre for Policy Analysis and Advocacy	Dialogues/Convenings	International Conference on the First Year of the Second Republic was held in Harare in February 2019.
	Training	Intensive Short Course on Public Policy Analysis and Advocacy
	Integrated Technology Platforms (ITPs)	Daily update of the <a href="http://zimcitizenswatch.org">zimcitizenswatch.org</a> platform to produce weekly and monthly progress reports that are shared on our social media platforms (Twitter, Facebook and LinkedIn).
	Research	<p>Developed the Malawi Manifesto Analysis Tool (MALMAT).</p> <p>A database of Zimbabwean Think Tanks was developed, and desktop research carried out on the work that they are doing.</p> <p>The ‘State of local government in Zimbabwe’ report based on data collected from the June 2018 nationwide baseline survey on citizens perceptions and expectations, is currently in draft form.</p> <p>Carried out a field survey in November 2019 on Citizens’ Perceptions on Local and Central Government Performance’</p>
Centre for Philanthropy and Communities	Research	Survey on Giving in Zimbabwe was conducted in April and May 2019.
	Dialogues/Convenings	Set up of the Zimbabwe Philanthropy Reference Group and holding of its inaugural meeting in May 2019.
	Integrated Technology Platforms	Development of the Philanthropy Lab.
Centre for Entrepreneurship	Integrated Technology Platform	Development of the Entrepreneurship Lab.
	Program Design	Carried out intensive brainstorm sessions on what a program to support Entrepreneurship would look like.

## Conclusion and Way Forward- Our Big Bets for 2020

We are excited about 2020 and look forward to making significant strides towards literally digging in and carving a niche for ourselves. Experiences from the previous two years have given us some level of confidence to make big bets on citizens and the work they do with each other. In our [surveys](#) we realized the importance of the work done by citizens. We believe that it is these men and women who will contribute towards an inclusive society in the decade that we have just entered. We make a commitment to partner with citizens' organisations spread across the country and where possible to help give them voice and capacity in the various ways in which they work. Our endeavours will remain focused on ensuring a pro-citizen focused public space. In the next decade we shall:

- Through policy research, advocacy and dialogue ensure that government is effectively contributing towards equitable and inclusive growth, respect of human rights and is accountable to citizens
- Play a catalytic role in supporting the growth of philanthropy that leverages local resources
- Grow entrepreneurship especially amongst the youth

We believe that there is need for allocating sufficient financial, intellectual and collective action investments towards (i) enhancing the effectiveness and accountability of the democratic developmental state, (ii) enhancing prospects for domestic resource mobilisation to gradually reduce dependence on foreign resources and (iii) building a new cadre of local entrepreneurs able to create jobs and mobilise savings for long term national accumulation. We strongly believe that investment into these three areas tempered with sensitivities to gender disparities, historically alienated communities and ongoing reform of the international system will contribute towards a more inclusive society. We are not naïve, this is a tall order but honestly, we do not have a choice. And yes, the operating environment may suddenly change and work against us. That also is part of the risk of our work. There are many enemies of progress, our development or rather civilisation has been under constant disruption by various forces; colonization, a rampant and self-perpetuating politically connected elite, an unfair international system and natural forces such as climate change. We have no choice but to intensify our efforts. There is an urgent need to set things right- the country has been in decline for far too long-we all have a responsibility to make a positive and lasting contribution.

We also acknowledge the reality we strive for above cannot be accomplished by a single organisation working on its own. We are very privileged to be part of a network of organisations, unions, associations and social movements. We strongly believe in collaboration with like-minded actors. We may be different, but the aspiration is the same; a better Zimbabwe for all. Thank you for your support in 2019.





## **About SIVIO Institute**

SIVIO Institute (SI) is an independent organisation focused on ensuring that citizens are at the centre of processes of economic-political-economic and policy change. It aims to contribute towards Zimbabwe's inclusive socio-economic transformation. It is borne out of a desire to enhance agency as a stimulus/catalyst for inclusive political and socio-economic transformation. SIVIO's work entails multi-disciplinary, cutting-edge policy research, nurturing citizens' agency to be part of the change that they want to see, working with communities to mobilize their assets to resolve some of the immediate problems they face.

SIVIO Institute has three centres/programs of work focused on; (i) public policy analysis and advocacy (ii) philanthropy and communities (ii) entrepreneurship and financial inclusion. In the process SI addresses the following problems:

- Inadequate performance of existing political and economic system
- Increasing poverty and inequality
- Limited coherence of policies across sectors
- Ineffectual participation in public processes by non-state actors
- Increased dependence on external resources and limited leveraging of local resources

**[sivioinstitute.org](http://sivioinstitute.org)**