



2020 ANNUAL REPORT



Executive Director's Note

It has been a very interesting 2020. At the beginning of the year, we had made a big bet on citizens; that this would be the year of citizens. It was not a bet taken lightly. We had already learnt, through research and ongoing conversations, the evident challenges with a state-based response to the multi-faceted crisis. On the other hand, we had noted, through a number of studies, the ways in which citizens were coming together to collectively resolve public problems. We had already seen the story of the women of Budiriro who had helped clear the water ways in preparation for the rains to avoid a repeat of the cholera outbreak. We had also seen a campaign started by citizens in Bulawayo to keep the city clean. Activists had also come together under the banner of the Citizens' Manifesto to create a platform for concerted advocacy. Our own study on giving across Zimbabwe had revealed that citizens, regardless of their economic position, engage in various forms of giving and solidarity. We had a strong basis for making the bet on 'citizens'. We did not only envisage agency outside of official processes, but we also saw citizens clawing their way back into policy making processes. Finally, we hoped that citizens, when called upon, would also engage in processes of co-production with both local and national government processes.

Enter COVID-19. Together with others, we had to endure the disruptions caused by the pandemic. During the initial stages of the pandemic there was limited information on how it would affect the way we live, work, interact with each other and our other forms of social organisation. In many ways it was seen as a short-term disturbance which would go away. The first COVID-19 case was unfortunately fatal and was literally a shock across the country. It dramatically revealed the extent of

our under-preparedness. At that time there was not a single hospital ready to admit COVID-19 patients. As we would learn later no medical practitioners had received the necessary training on dealing with the pandemic. We had to make a number of decisions. First, we developed a protocol for working virtually which we tested before the government announced the official lock down. In the protocol we put together measures of how we would operate remotely in the event that government imposes a lockdown. Sure, enough within a fortnight government announced the first lockdown which was followed by slight variations of lockdown measures throughout the year. We spent most of 2020 using a hybrid approach which combined working remotely and being at the office briefly.

We also realized the need to 'walk the talk' on being a 'Think and Do' organisation. At that time colleagues in business were mooted the idea of a citizen led platform to help in the response to COVID-19. We accepted the invitation to be part of Solidarity Trust Zimbabwe (SOTZIM) and contributed in various ways to make it a success. Beyond enhancing a health focused response, we also saw the need to support vulnerable groups. We have since July 2020 been working closely with *Our Children Our Hope Foundation* based in Epworth, Harare.

The report provides a detailed account of the work we carried out in 2020. For some reason we found ourselves working at break-neck speed throughout the year. From the beginning in 2018 we had always embraced the advantages that technology brings in our work, ranging from the Integrated Technology Platforms (ITPs) that we have launched across the centres. COVID-19 related lockdowns proved to be a necessary test

with regards to the extent to which we can embrace technology. We managed to leverage technology to successfully hold four board meetings, three training schools focused on enhancing policy analysis and advocacy skills amongst residents' associations and policy advocacy practitioners. We also successfully hosted a number of webinars on various topics including discussions on the role of Think-Tanks in Zimbabwe. Further, we successfully launched our work focused on enhancing entrepreneurship.

Despite the COVID-19 related challenges we managed to continue on the growth trajectory; we expanded our work into the region, increased the

number of our research outputs, secured more resources than in any other year and also grew in terms of the team both at board and staff level. It was indeed according to Dickensian wisdom, 'the best of times and also the worst of times.'

A handwritten signature in black ink, appearing to read 'Tendai Murisa', with a stylized flourish at the end.

Tendai Murisa

SIVIO Institute Executive Director

Introduction

This report gives a detailed account of our activities in 2020. For a number of reasons 2020 was a very difficult year for many here in Zimbabwe and across Africa. The fears to do with COVID-19, increasing levels of poverty, inequality, and vulnerability. The response of the state to the multi-dimensional crises has also not been encouraging. Allegations of corruption against state-based elites and also politically connected elites were probably the most dominant headlines throughout the year. Those in government and the businesses connected to them do not seem interested in nurturing any forms of trust with the governed. Rather, for most of the year they used the might of the courts system to seek to silence dissent. It did not work. However, there was also sprinklings of good news. The investment in infrastructure in the form of roads and dams for irrigation. Perhaps the biggest success for 2020 will be that government for the first time was ready for the agricultural season. There were few complaints about shortage of inputs.

At an organisational level we tried our level best to adjust to the new order. Our working virtually protocol seems to have been a success of sorts, although there are minor challenges that still need fixing. Through online collaboration tools we were

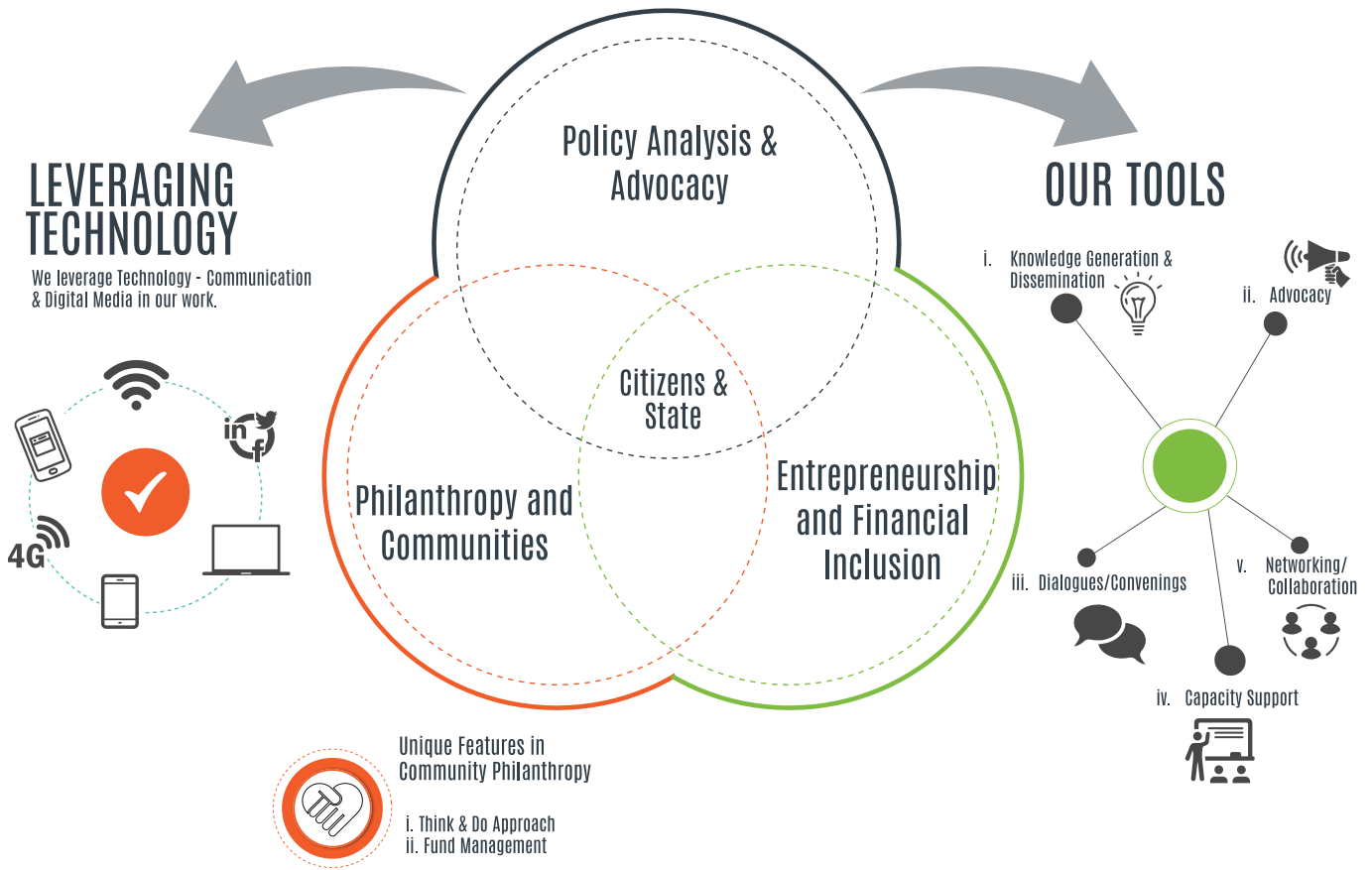
able to meet most of our program related obligations and deadlines. It was a tough year to be spreading wings but nonetheless our efforts to grow our influence culminated in many successes, a number of lessons learnt and some new ideas starting to take shape based on what we experienced during this time.

Background

Many things changed- including how we do our work, but our focus did not. We are still on a quest to achieve an inclusive society within Zimbabwe and beyond. Our work is interdisciplinary and organized within three centres or programs areas:

1. The Centre for Policy Analysis and Advocacy
2. The Centre for Philanthropy and Communities
3. The Centre for Entrepreneurship and Financial Inclusion

We use various tools as indicated below to achieve our goal balancing research, training initiatives and dialogue amongst key stakeholders as indicated below.



Contextual Analysis

The Government of Zimbabwe declared the COVID-19 pandemic a state of emergency and from the 30th of March 2020 the country was put under strict lockdown for 30 days. The lockdown coupled with the subsequent restrictions entailing closure of all organisations except those deemed as essential services; travel restrictions, curfews and the closure of land borders and restricted air travel, exacerbated the socio-economic challenges faced by a country with an already halting economy where almost 80% of the working population work in the informal sector, which contributes over 61% of the Gross Domestic Product (GDP).

The government, recognizing its limitations in dealing with the pandemic, made an appeal for donations and support from international donors, non-state actors, business, and ordinary citizens to put in place a national response to slow down the spread of the virus and also treat those who contracted the virus. The country received donor assistance in the form of cash and various personal protective equipment (PPE) supplies from the region and abroad while local philanthropists, business and several non-governmental organisations also came in with resources to support state efforts.

One of the most exciting developments for us in the midst of this pandemic was the emergence of a number of citizen-led initiatives in response not only to COVID-19 the disease, but the broader impact of the disease on livelihoods. Colleagues within civil society also made efforts to try and hold government accountable with regards to implementation of the response to COVID-19 and also valiantly challenged attempts at steamrolling amendments to the Constitution with little to no civic participation.

Perhaps it is important to note that citizens are still somewhat curtailed from taking part in these important, policy-making related processes. The 'top-down'/ expert-led approach still persists within some arms of the government. For instance, significant policy decisions around resolving outstanding issues to do with Fast Track Land Reform Program remains the preserve of the elite within government. Zimbabwe made headlines worldwide with the signing of the Global Compensation Deed Agreement, a vital move aimed at creating 'closure' to a much-contested land reform process. There was a significant amount of criticism on; (i) lack of broader consultation, (ii) limited information on how the compensation amount of US\$3.6 billion had been reached and (iii) details of how the funds for compensation would be raised. Some critics went as far as calling it, "an unaffordable billion-dollar land deal from a broke government" while locally, many Civil Society Organisations created platforms and convenings to discuss the compensation agreement.

“ONE OF THE MOST EXCITING DEVELOPMENTS FOR US IN THE MIDST OF THIS PANDEMIC WAS THE EMERGENCE OF A NUMBER OF CITIZEN-LED INITIATIVES IN RESPONSE NOT ONLY TO COVID-19 THE DISEASE, BUT THE BROADER IMPACT OF THE DISEASE ON LIVELIHOODS”

Besides the compensation agreement, government also enacted over 20 policies/strategies/recovery plans and about 314 Statutory Instruments in 2020 alone. Rarely has policymaking moved at such a breakneck pace. In the process there has been limited dialogue on the intended and unintended outcomes of these policy measures. As if that was not enough, government launched, the [new National Development Strategy 1 \(NDS1\)](#) in November 2020. Unlike its predecessor the Transitional Stabilisation Plan (TSP), there is some evidence that government actually consulted widely especially with its ‘funding’ partners. However, there is no evidence to suggest that citizens were consulted in any meaningful way. The strategy spells out government’s five-year development plan to be implemented from 2021 – 2025.

The state of local government service delivery in Zimbabwe remained poor. Many of the respondents to our survey in Bulawayo, Gweru, Harare and Mutare raised issues to do with availability of water, ineffective refuse collection systems and weak health delivery facilities. In our [2019 Citizens’ Perception and Expectations](#) survey, citizens had identified corruption within councils as the main reason for poor performance by local authorities. We are excited that within the plethora of policies in 2020, government finally passed the Devolution and Decentralisation Policy.

Our Work in 2020

Despite the challenges faced in 2020 with the COVID-19 pandemic, SIVIO was able to re-engineer and re-structure its programming activities to ensure that we are able to still continue with work even during lockdown. We took advantage of and harnessed various digital

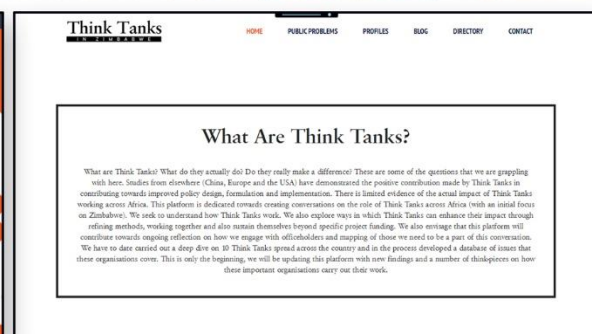
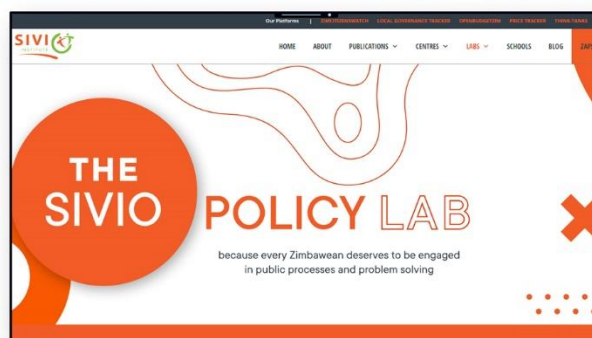
platforms to implement our programming activities across our different centres. This included conducting our meetings and training sessions virtually. The discussion below focuses on activities carried out within our programming centres.

Centre for Policy Analysis and Advocacy

We mostly focused on training and capacity building as well as research and convenings in an attempt to improve the quality of policy analysis and advocacy within civil society. Some of the activities that we undertook are:

National Dialogue on State of the Economy in Zimbabwe

The [national dialogue](#) was held on 26 February 2020 and 76 delegates attended including representatives from civil society, academia and business, media, local and central government -. The dialogue provided an opportunity for different actors to discuss the current economic challenges that Zimbabwe is facing and propose suggestions on the way forward.



TOP (left to right): Dr. Godfrey Kanyenze addressing delegates at the SIVIO 2020 conference. **(centre top)** Mutuso Dhlhwayo addressing participants at the inaugural Think-Tanks in Zimbabwe convening **(centre bottom)** participants in session at the Think-Tanks in Zimbabwe convening. **Professor Eldred Masunungure** and other participants attending the SIVIO Institute Public Policy School feedback workshop. **Bottom (left to right):** Landing pages for the Policy Lab as well as the Think-tanks in Zimbabwe website

Think-Tanks in Zimbabwe Report, Website and Convenings

We expanded our work on Think-Tanks in Zimbabwe by creating and launching a platform dedicated towards creating conversations on the role of Think-Tanks across Africa (with an initial focus on Zimbabwe). We held two convenings on Think Tanks in Zimbabwe as well as produced three (3) publications including a [report on Think Tanks in Zimbabwe](#) and two blogs, (i) [Think Tanks in Zimbabwe: An Agenda for Action](#) and (ii) [10 Things That Make Think Tanks Successful](#). SIVIO Institute was also added to the OnThinkTanks (OTT) Think Tank [Directory](#).

In addition to convening the above dialogues, we also participated in and made presentations in a number of dialogues/convenings hosted by other organisations. We participated in the following dialogues:

- Dialogue on “The Global Land Compensation Agreement” hosted by the Zimbabwe Land and Agrarian Network (ZiLAN).
- State of the Economy workshop hosted by the Zimbabwe Congress of Trade Unions (ZCTU).
- Regional dialogue on Anti-Black-Racism in Southern African Conversation hosted by The Open Society Initiative for Southern Africa (OSISA).
- 3rd National Citizens Convention hosted by Citizens’ Manifesto.
- A presentation to the Evangelical Fellowship of Zimbabwe (EFZ) leadership entitled “Reflections on What the Church Could Focus on as it Engages Government”.

Policy Analysis and Advocacy Training Course

From April to June 2020, we hosted a second edition of [our Public Policy Analysis and Advocacy](#)

[Training Course](#). A total of 20 participants from across civil society in Zimbabwe completed the training. The entire course was run online via Zoom, Microsoft Teams and WhatsApp.

Policy Advocacy Lab

In July 2020, we launched our first [Policy Advocacy Lab](#) (PAL) with 15 participants. The Policy Advocacy Lab is an initiative which picks up from the theoretical training we offered to those who completed the introductory Policy Analysis and Advocacy Training Course. The PAL’s main focus was to find ways in which citizens can be at the centre of policy focused discussions. The process was designed to understand, (i) ways in which public problems are named, (ii) enhance learning about the history of the identified problem, (iii) determine the scale of the problem, (iv) explore existing measures to tackle the problem, (v) learn from the region on what is being done, (vi) frame possible policy actions, (vii) identify the best possible methods of advocacy to ensure success and (viii) carrying out concerted advocacy actions (see Figure below). In the whole process we sought to infuse a culture of deliberation.

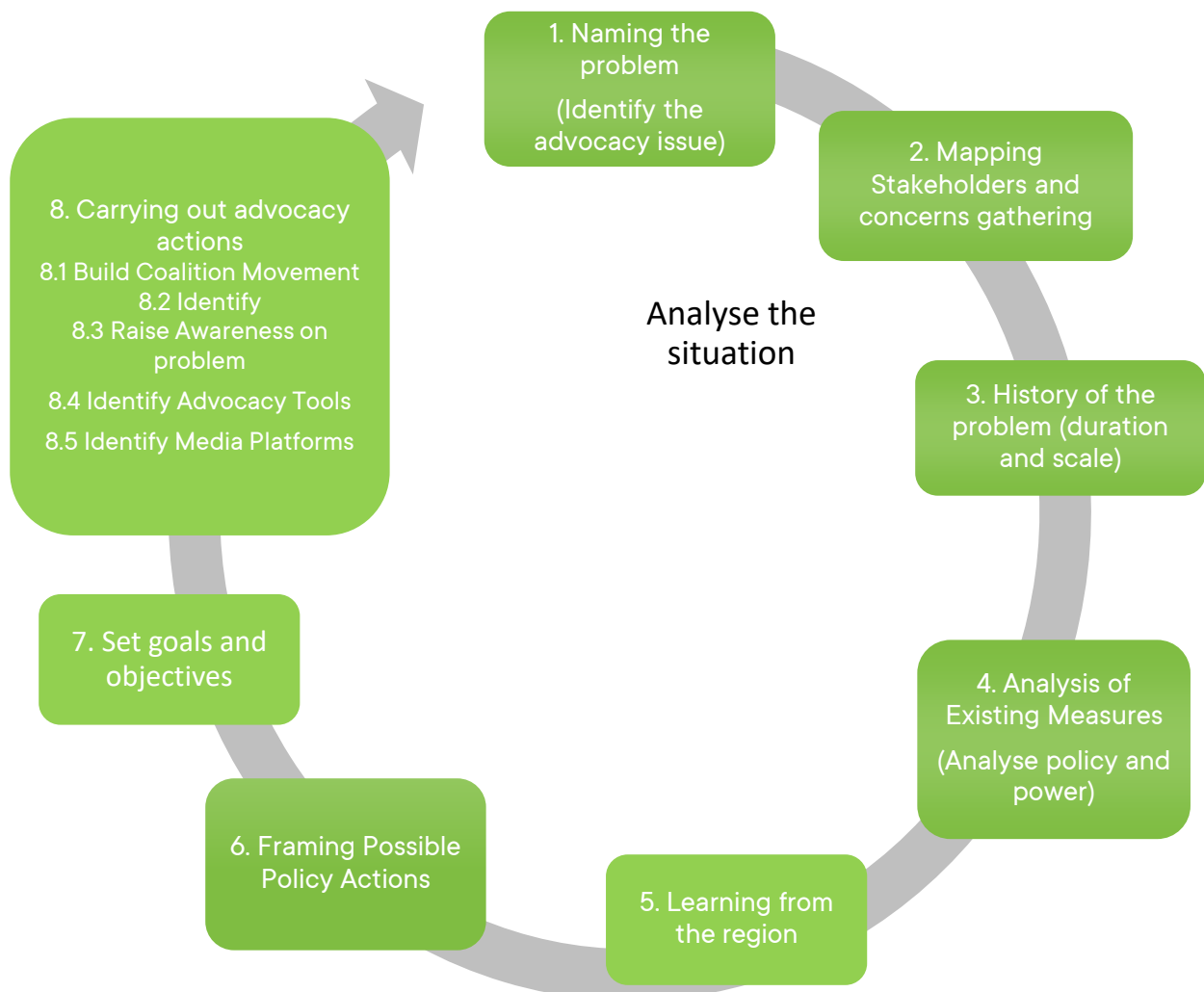


Figure 2: Key Considerations of the Policy Advocacy Lab

The entire lab was conducted virtually and 14 of the participants managed to successfully complete the entire process. The participants advocacy skills were further enhanced as well as their understanding of the gradual nature of policy work as well as the need to be extremely deliberate around actively engaging communities in policy advocacy and to ensure that citizens voices start being brought back into the policy space. The initial pilot at the end of 2020 had managed to produce advanced drafts of two policy advocacy outputs – A Policy Brief on *Zimbabwe’s Inconsistency on Currency Reforms* and an opinion paper on *The Quality of Maternal Healthcare in Zimbabwe*

Local Governance Training Course

We expanded our policy analysis and advocacy work beyond central government to look at the performance of local government. In this space we supported the work being undertaken by Residents Associations in Bulawayo, Gweru, Harare and Mutare. This work coincided with government’s push to implement the Devolution process as per the 2013 Constitution; and the continued underperformance and poor service delivery experienced by citizens in urban areas. From July to September 2020, we ran a [Local Governance Training Course](#) with 28 participants drawn from Residents Associations across these four cities. The theoretical training which ran for over eight (8) weeks then culminated into the production of four (4) [Virtual Inter-City Learning Tours](#). These tours/documentaries were a viable

substitute for the city learning tours we had planned for before the spreading of COVID-19 and related lockdown measures. Through the virtual tours were able to learn about the lived realities of citizens and residents of the four cities that we were focusing. The virtual tours cast a spotlight on service delivery capabilities and issues within each city. They mostly focused on potable water delivery, refuse collection and disposal, and biodiversity conservation as well as ongoing interventions.

Launch of Zim Price Index (Price Tracker)

In February 2020, we launched the [Price Tracker](#) which allowed us to monitor the changes in prices of basic commodities across six towns, (Harare, Mutare, Bulawayo, Gweru, Masvingo and Chinhoyi). The tracker was updated on a monthly basis throughout the year with information on prices of basic commodities across the six (6) cities. The Index provided an alternative but credible source of information on inflation and also an understanding of the shifting cost of living, compared pricing across towns, residential areas as well as Supermarkets. The Figure below provides a computation of the price trends of different consumer products over the year.

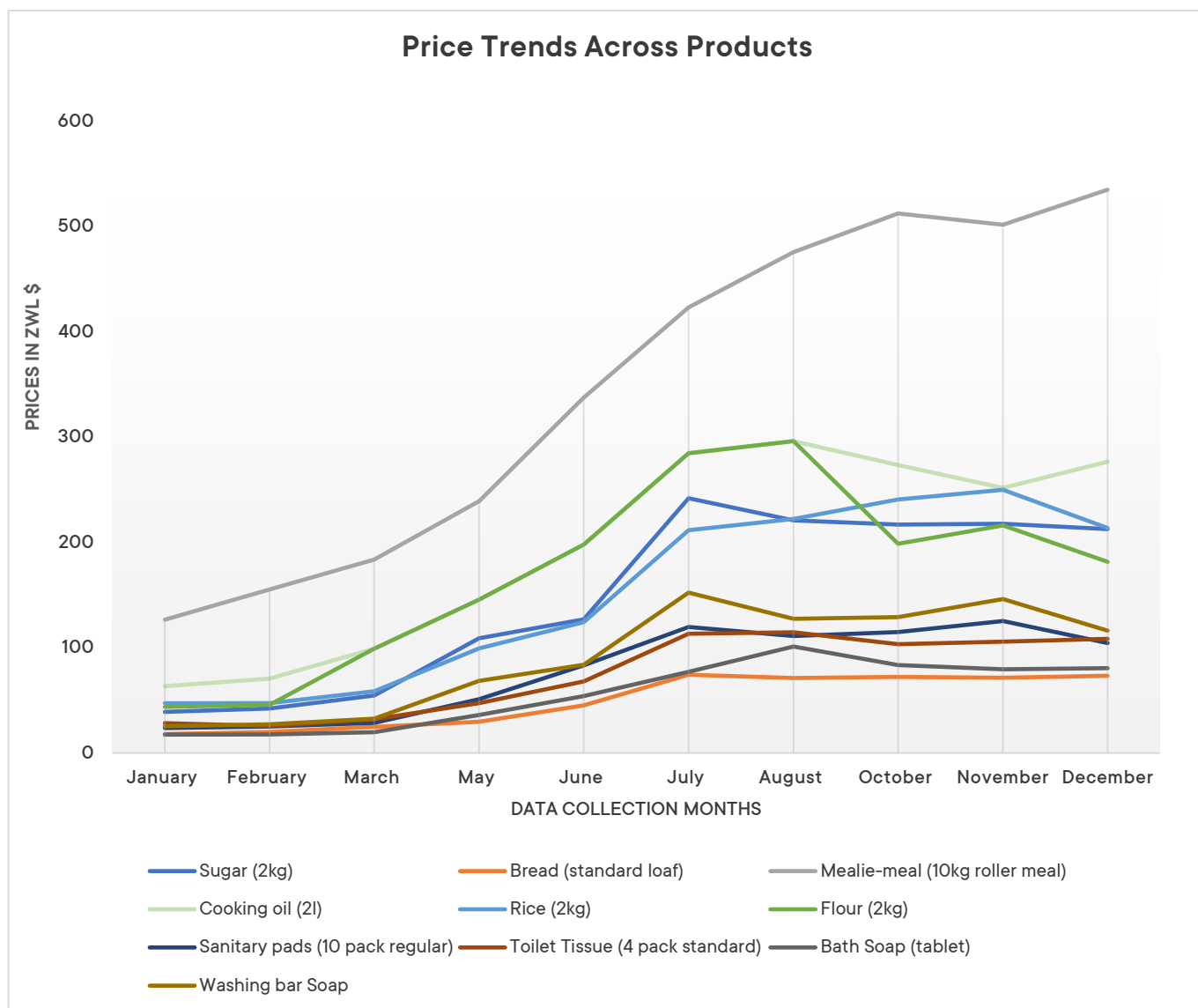


Figure 3: Price Trends across products in 2020

Local Government in Action Tracker

We developed the Local Government in Action Tracker/ service delivery [tracker](#) as part of efforts to enhance advocacy for improved service delivery at a local level. The tracker assesses the performance of four cities (Bulawayo, Gweru, Harare and Mutare) in the following areas: water provision, refuse collection, access to primary health services and optimal usage of financial resources at their disposal. The Tracker was [launched](#) on the 1st of October 2020

Research Outputs and Publications

One of our key publications in 2020 was [Dancing on The Same Spot: Findings from our Citizens' Perceptions and Expectations Survey](#). The report presented the findings from the second nationwide survey that we carried out. The report measured citizens' perceptions on government's (local and central) performance and also provided insights on what citizens think government should prioritise.

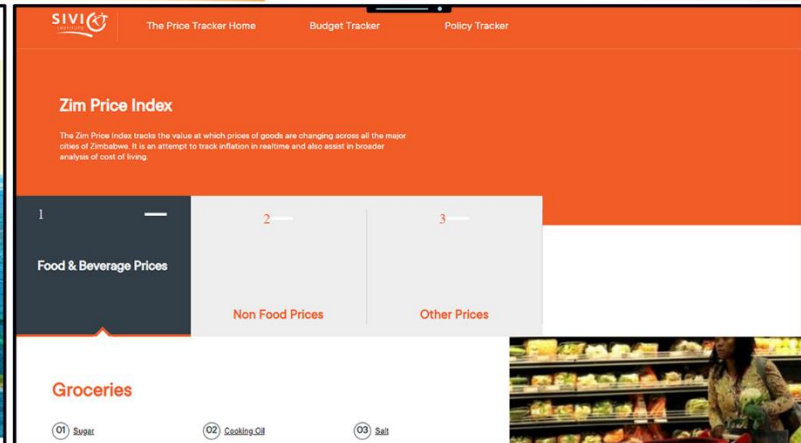
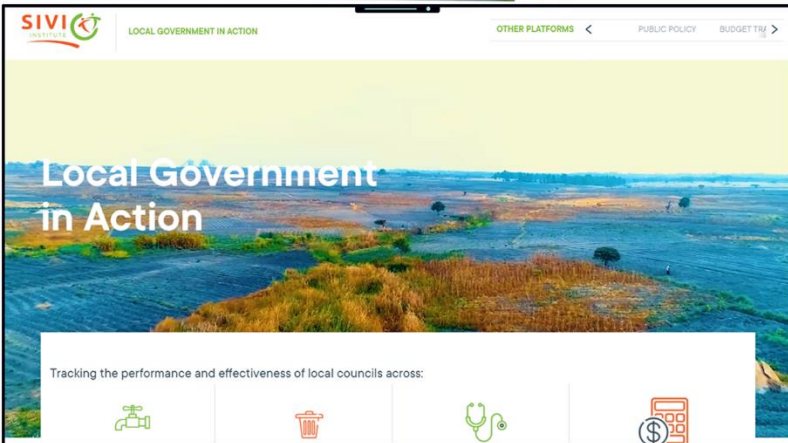
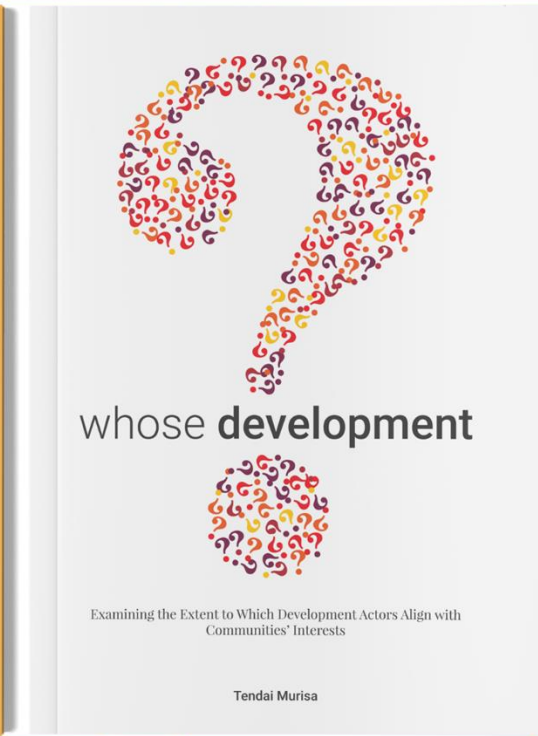
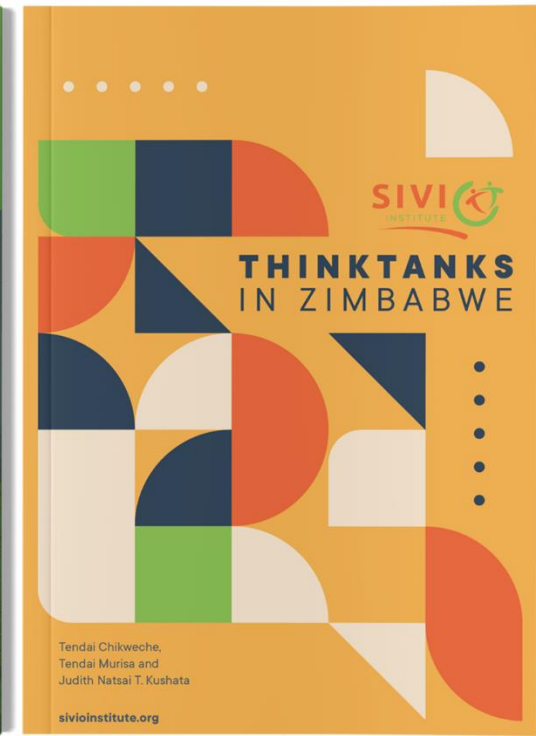
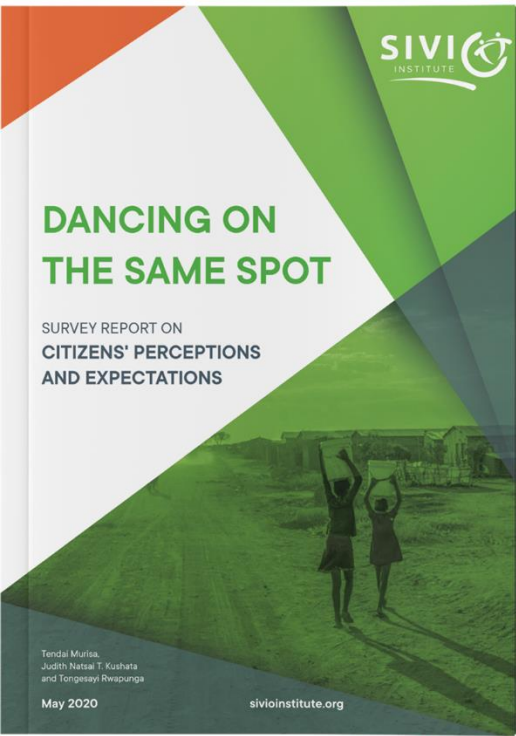
The Table below provides an overview of research outputs and publications produced by the centre in 2020.

Table 1: Policy Related Publications Produced in 2020

Title	Type of publication
Journal of Contemporary Africa Studies (JCAS) Special Issue on Zimbabwe. Link	Guest-edited the Journal of Contemporary African Studies' Special Issue on Zimbabwe & also wrote the Introduction
Dancing on The Same Spot: Findings from our Citizens' Perceptions and Expectations Survey. Link	Report
Think-Tanks in Zimbabwe. Link	Report
Whose Development? Examining the Extent to Which Development Actors Align with Communities' Interests. Link	Book
Think Tanks in Zimbabwe An Agenda for Action. Link	Blog
Ten (10) Things that make Think Tanks Successful. Link	Blog
To Compensate or Not to - A Discussion Note. Link	Blog
Reflections on the Policy and Advocacy Lab. Link	Blog

Networking

During this period, we provided technical support to the Legatum Institute for their Case Study on Zimbabwe: Pathway to Prosperity report. We connected the researchers from Legatum with Zimbabwean experts, facilitated weekly conversations on the preparation of the report and reviewed the entire report.



TOP: Group photo of the Policy Lab alumni together with Nyasha Chidzero from GIZ and SIVIO staff.

MIDDLE (left to right): Covers for some of our publications – our Citizens Perceptions & Expectations survey report: Dancing on The Same Spot, Think-Tanks in Zimbabwe research paper and the book cover for Whose Development?

BOTTOM (left to right): Landing pages for the service delivery tracker as well as the landing page for the Price Tracker

Centre for Philanthropy and Communities

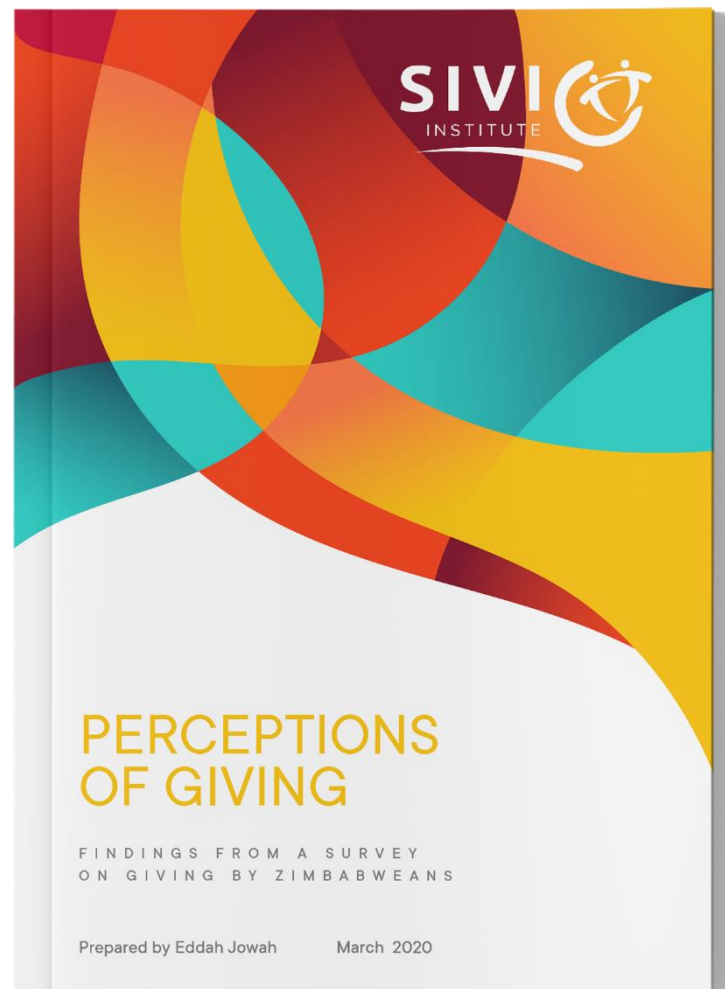
In many instances' philanthropy (giving by the rich or even by the poor) has rarely been a part of national conversation or seen as a potential game changer. Events in 2020, especially the spread of COVID-19 globally, collapse of local economies and continued decline in Official Development Assistance (ODA) flows led to a realization amongst many in Zimbabwe of the need to reconsider the role of giving. The government had by the beginning of 2020 amply demonstrated its incapacity or unwillingness to resolve challenges to do with social service delivery. For instance, at the onset of the COVID-19 lockdown, doctors were on strike and government was uncompromising, it was not willing to negotiate. It took a philanthropic gesture by Higherlife Foundation to break the impasse when they offered allowances for doctors. Even before that, philanthropy had played a huge role in responding to the outbreak of cholera and cyclone Idai. Outside of big gifts we had a hunch that there are lot of small gifts in circulation from within and outside, but this had not been adequately documented. We carried out a nationwide survey on practices of giving especially at community level.

In March 2020, we published a report on [Perceptions of Giving in Zimbabwe](#) -. The report was based on a nationwide survey where a total of 1,254 responses were received from Zimbabweans based in-country and in the diaspora. The survey was carried out in a context of economic meltdown, further collapse of health delivery and ongoing loss of jobs and confidence in the direction that the economy was taking. Such a backdrop would have suggested limited acts of giving however our study found that giving continued even under difficult circumstances. The findings from the study point towards the need to re-imagine active citizenship and perhaps the need to consider domestic resource mobilisation

as a viable strategic pillar especially in enhancing access to social goods.

Publication on Impact of COVID-19 on Community Based Organisations and Community Foundations

As the COVID-19 crisis continued in the country and government extended lockdown measures, we realized the need to investigate ways in which the pandemic was affecting the operations of Community Based Organisations and Community Foundations. We published the survey findings in a report entitled '[Impact of COVID-19 on Community Based Organisations and Community Foundations](#)' -. The report provided insights on impact of COVID-19 on these organisations' operations and finances as well as to assess the extent to which these organisations had made contingency plans during the national lockdown.



Magazine on Community Foundations in Zimbabwe

One of the key focus areas of the centre is around raising the profile of community philanthropy. In November, we published our inaugural magazine on [Community Foundations in Zimbabwe](#). This magazine profiled 11 organisations that we consider as Community Foundations. It is based on a field study we undertook to map the landscape of Community Foundations in Zimbabwe. It is part of ongoing work to understand the nature of formal and informal giving platforms in the country and to further understand foundations, how they operate, and the work they are doing. The magazine is part of a process aimed at showcasing and raising the profile of the work of Community Foundations. It provides evidence of the varied nature of

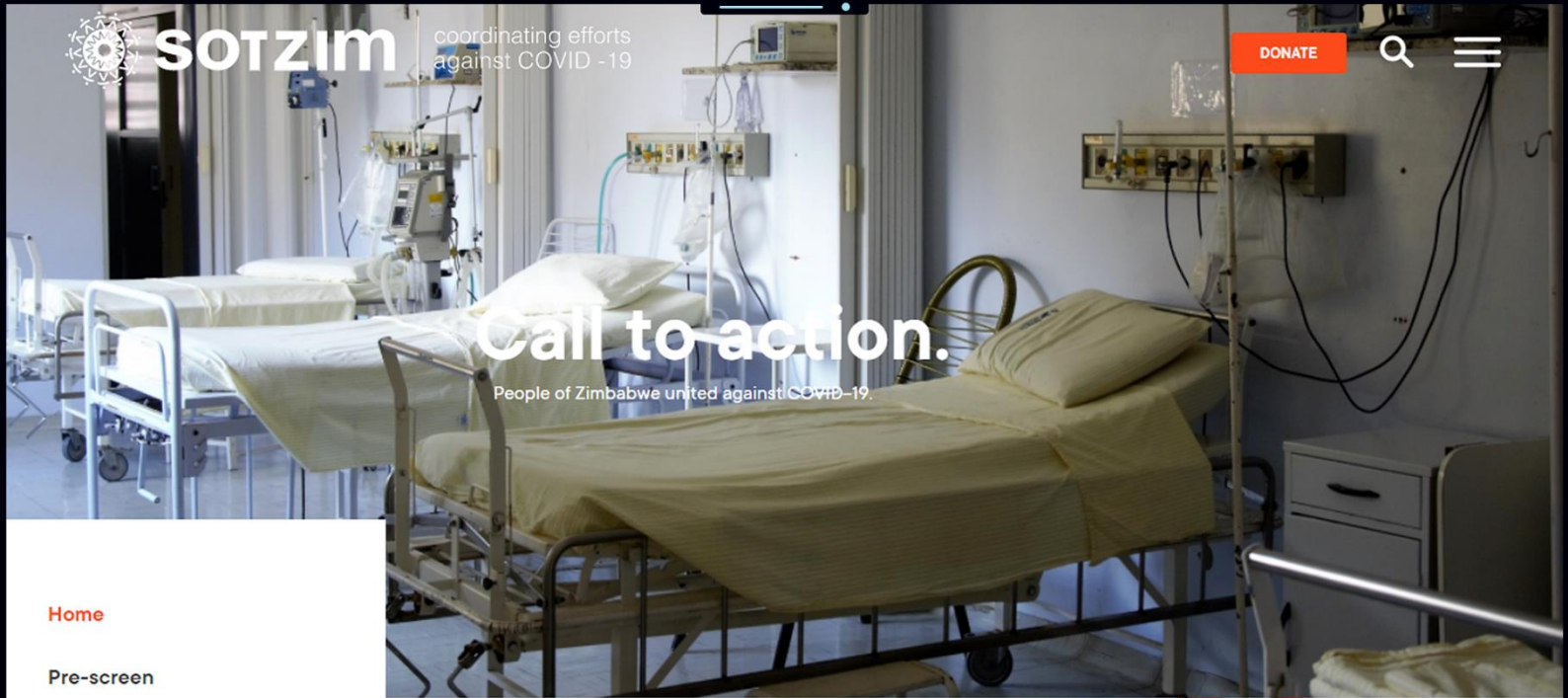
philanthropy taking place in Zimbabwe and how philanthropy extends beyond just the giving of money. The publication was profiled by the African Grantmakers Affinity Group – AGAG who invited us to be part of a [discussion on community philanthropy in Zimbabwe](#). The Global Fund for Community Foundations also invited us to write a blog based on the magazine, which was featured in their [electronic bulletin](#).

Study on High Net Worth Giving Across Africa

The Centre has also been part of an Africa wide study on High Net Worth Giving Across Africa, a research initiative being spearheaded by the Centre for African Philanthropy and Social Investment (CAPSI) based at the University of the Witwatersrand. The work we are undertaking focuses on HNWI's in Angola, Botswana, Mauritius, South Africa, and Zimbabwe

Table 2: Philanthropy Related Publications Produced in 2020

Title and link to Publication	Type of Publication
Perception of Giving in Zimbabwe Report Link	Report
Impact of COVID-19 on Community Based Organisations and Community Foundations. Link	Report
Exploring the Meanings of Philanthropy in Rural Contexts: The Case of Zimbabwe. Link	Journal Article in International Review of Philanthropy and Social Investment 1
Community Foundations in Zimbabwe. Link	Magazine
SAVE-OUR-SELVES: A Quick Note on Horizontal Philanthropy, Survival and Development. Link	Blog
Ephemeral Philanthropy. Link	Blog



Call to action.

People of Zimbabwe united against COVID-19.

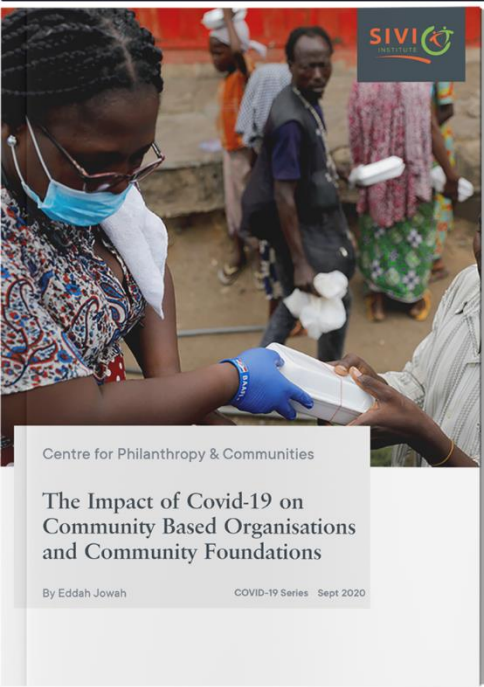
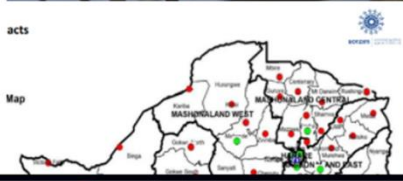
Home

Pre-screen

Situation Dashboard

Pandemic Response Needs

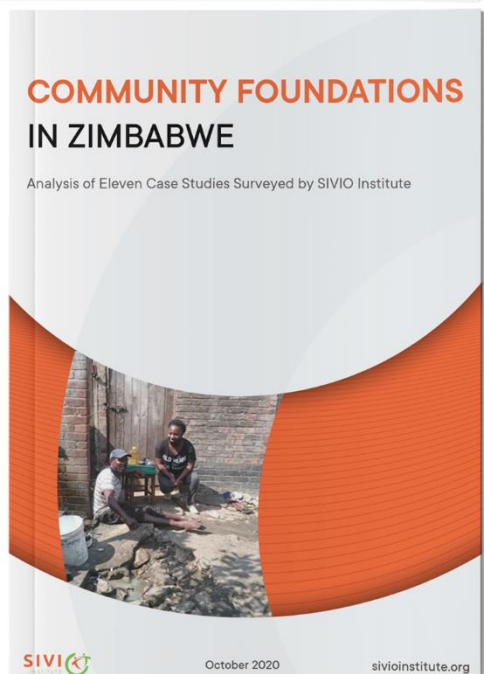
Facilities



Centre for Philanthropy & Communities
The Impact of Covid-19 on Community Based Organisations and Community Foundations
 By Eddah Jowah COVID-19 Series Sept 2020



TOP: SOTZIM website homepage.
MIDDLE (left to right): A cover of the paper on the Impact of COVID-19 on Community-based Organisations. **Tendai Murisa** and **Tongesai Rwapunga** chat with members of Our Children Our Future Foundation
Bottom (left to right): Cover of the SIVIO magazine on Community Foundations. A group photo of some of the children from Our Children Our Future Foundation



COMMUNITY FOUNDATIONS IN ZIMBABWE

Analysis of Eleven Case Studies Surveyed by SIVIO Institute



Partnerships with Solidarity Trust Zimbabwe and Our Children Our Hope Foundation

As already mentioned, we are a part of SOTZIM which was established by a group of concerned citizens from various sectors. SOTZIM aims to contribute to an effective national response to COVID-19 through mobilising, informing, scaling, and supporting citizen-led contributions. We were instrumental in creating and supporting the work of the Secretariat to manage the day-to-day operations of SOTZIM. Through this initiative resources were raised to help in the resuscitation of a wing at St Anne's Hospital in Harare into a fully equipped centre for the treatment of COVID-19. In addition, the initiative set up a call centre '2019', manned by qualified doctors and nurses to provide support and information to the public around COVID-19.

We also worked with Our Children, Our Hope Foundation to support their work in Epworth. They set up a feeding kitchen was to cater for the needs of vulnerable children and the elderly. The initiative was started by two (2) single mothers from Epworth. These ladies are vendors. They pooled their own resources to start cooking porridge for children in their local community,

after noticing that children from were scavenging for food at a nearby refuse dumping site. We secured resources from Victory-Adullam Foundation to support the initiative for three months. Using our Philanthropy Lab, we also helped the initiative to legally register as a Trust and engage with the Ministry of Labour and Social Welfare. The support we provided with resources from Victory-Adullam Foundation enabled Our Children Our Hope Foundation to feed up to 1,050 children and 80 adults with 3 meals a day and provide food packs to 50 families from July to the end of September 2020. In December, as part of our giving, we hosted the Foundation for a Christmas 'cheer' event/party. We were able to interact with the children, the mothers and fathers, grandparents who are supported by the scheme. We assisted in the serving of lunch and refreshments.

Integrated Technology Platforms

As part of our partnership with SOTZIM, our digital design team developed the [SOTZIM website](#) as a platform to promote individual and corporate giving, provide information to raise awareness around the pandemic as well as to provide updates and information in relation to testing and treatment process across the country.

Centre for Entrepreneurship and Financial Inclusion

We were able to test some of our ideas on entrepreneurship for the first time since establishment. At the time of design of the initiative we noted that the unfavourable macro-environment has created a vast swathe of entrepreneurs who have resorted to setting up both formal and informal enterprises. Furthermore, we noted that the continued investment in tertiary education has created a mass of educated but disempowered graduates who are now looking for opportunities for survival through entrepreneurial activities, but do not have appropriate entrepreneurial training nor access to small start-up capital. There is also another layer of already active entrepreneurs who are not necessarily formally educated but have been running various forms of businesses without any structured support, yet they are at the centre of providing services and products. However, the emerging entrepreneurial outfits tend to be adhoc, highly unsustainable, crowded within particular sectors.

Taking cognisance of this background we resolved to design an intervention that could potentially lead towards a new local entrepreneur-led development model. We sought to:

1. Establish an ecosystem of support for emerging entrepreneurial ventures.
2. Provide entry level entrepreneurial training through blended learning (including face to face and online platforms) for aspiring intender entrepreneurs.
3. Broaden definition, role and practice of entrepreneurship to consider 4Ps (Planet, People, Problem solving and Profits).
4. Provide opportunities for small exit start-up grants to set up these intender entrepreneurs upon completion and certification of training.
5. Provide higher-level scaling-up and viability training through ITPs for aspiring intender entrepreneurs for start-up and established entrepreneurs.

Inaugural NextGen Entrepreneurship Training Course

The Centre ran its first [NextGen Entrepreneurship Training Course](#) from May to August 2020.

Fourteen (14) individuals completed the 15-week training course and proceeded to the next phase of the initiative which involved applications for The Victory-Adullam Foundation Impact Fund. Due to COVID-19, the course was also run completely online. Participants of the course were drawn from Harare, Bulawayo and Masvingo. The training equipped entities with intermediate level business skills and targeted entities with a strong social and/or environmental impact.

Table 3: Distribution of NextGen Entrepreneurship Training Participants by Sector

Sector	No. of Participants Successfully Trained
Education	1
Agriculture	2
Manufacturing	2
Health and Health Care	2
Recycling	1
Human Resource	1
Tourism and Hospitality	1
Media	1
Arts and Crafts	1
Energy	2

NextGen Entrepreneurship Webinars

To further augment the theoretical training received during the NextGen Entrepreneurship Course, we also held a series of webinars led by various individuals from business, civil society, and local entrepreneurs. A total of five (5) webinars were held in 2020 covering what we considered to be important topics:

- Doing Business in The Context of Uncertainty with Tawanda Namusi
- Opportunity Identification with Doreen Mhashu
- Managing Money with Mupazano Advisory Services
- Market Invasion with Kuda Musasiwa
- Leadership with Tendai Murisa

The aim of the webinars was to provide practical and lived experiences from a wide range of individuals around some of the key issues Zimbabwean entrepreneurs should be aware of.

Graduation Master Class

Our NextGen Entrepreneurship Training culminated in a combined graduation ceremony and masterclass in November of 2020. The CEO of the Masawara Group, Shingai Mutasa officiated at the graduation and also presented the masterclass on Entrepreneurship in Zimbabwe. The 14 graduating trainees received their certification for the course. The masterclass session assisted trainees further with vision and strategy development for entrepreneurship in Zimbabwe as well as ideas on how to scale up their enterprises.

Knowledge Generation- Impact of COVID-19 On Micro Small and Medium Scale Enterprises

With the extension of the nationwide lockdown measures in the country in 2020, we noted that informal businesses and smaller firms have been

disproportionately affected by COVID-19. We conducted a study to look at the impact of COVID-19 on Micro, Small and Medium-sized enterprises. The findings were presented in a report published in October entitled '[The Impact of COVID-19 on Micro, Small and Medium-scale Enterprises \(MSME's\) in Zimbabwe'](#)



September 2020

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sivoinstitute.org

Institutional Development

The COVID-19 related lockdowns created the need for us to rethink the ways we work. As part of preparations for the eventual lockdowns we spent a week working remotely to test our systems. We quickly adjusted from observing a strict 8am to 5pm regime towards suggesting to colleagues to try and ensure that they work for 8 hours per day. We also realized the need to subsidize colleagues with data. The lockdown and new ways of working did not have a significant impact on our organisational administrative and governance requirements and overall programming. We were able to secure the services of external auditors for

the annual institutional audit. There were no major issues raised from the audit. We successfully concluded projects in 2020 funded by GIZ, Raoul Wallenberg, OSISA and PACT

We continued on our fundraising drive and secured a number of new project focused funding including a grant through the Open Society Foundations-Africa Office (OSF-A) which has allowed us to grow our work within the region. The Table below provides a summary of the grants secured in 2020:

Table 4: Funding Grants Secured in 2020

Funder	Grant amount US\$	Purpose of grant
The Ford Foundation	\$100,000.00	Understanding and promoting Philanthropy in Zimbabwe
The Open Society Foundations - Africa	\$75,000.00	Research on underlying principle and manifestation of informal democracies and the governance codes, ways of inclusion and roles played
PACT	\$49,999.98	Enhancing prospects for effective devolution, building citizen capacity to engage with local authorities in Zimbabwe
Victory-Adullam Foundation	\$40,000.00	The development of an Ecosystem that supports/enhances Entrepreneurship in Zimbabwe
Victory-Adullam Foundation	\$9,600.00	Promotion of Philanthropy initiatives in Zimbabwe
GIZ	\$14,500.00	Policy Analysis and Advocacy Training
GIZ	\$15,000.00	Local Government Tracker Support
OSISA	\$50,000.00	Electoral Capture in Southern Africa: Origins, Dimensions, and Trajectories
Total	\$354,099.98	

Creatives-ITPs Performance

The period under review was also associated with an increase in the usage of our ITPs. There was increased traffic towards [zimcitizenswatch](#) and the [Entrepreneurship Lab](#). These platforms were reference points in our policy and

entrepreneurship trainings. We also developed the Local Government in Action Tracker which we launched in the third quarter of the year. The tracker is meant to assist in advocacy efforts of residents' associations.

Table 5: Performance of SIVIO Institute ITPs in 2020

Name of ITP	Centre	No. Of Users	No. Of Sessions	Pages Per Session	Average Session Duration (mins)
Zimcitizenswatch Link	Policy Analysis and Advocacy	4427	7418	2.94	3.56
#OpenBudgetZim Link	Policy Analysis and Advocacy	382	690	1.81	2.47
ZimPriceIndex (i.e., Price Tracker) Link	Policy Analysis and Advocacy	317	576	1.46	1.24
Philanthropy Lab Link	Philanthropy and Communities	3313	4166	1.5	1.20
Entrepreneurship Lab Link	Entrepreneurship and Financial Inclusion	622	1027	4.52	4.33
Local Government in Action Tracker Link	Policy Analysis and Advocacy	267	506	2.50	4.48
Think Tanks in Zimbabwe Website Link	Policy Analysis and Advocacy	728	927	8.33	7.31

Conclusion and Way Forward- Our Big Bets for 2021

The country began to slowly start relaxing lockdown restrictions in the final quarter of 2020, schools re-opened and domestic, regional, and international travel resumed. However, this coincided with an upsurge in the number of positive COVID-19 cases and deaths, indicating a need for the country to go back into another hard lockdown. The true extent and impact of COVID-19 on livelihoods has not yet been fully understood, given that there are no clear indications as to when positive cases and deaths due to the virus will start declining, or when the country and the world will notice positive outcomes due to the impact of the vaccines developed. Government alone does not have all the solutions/answers for the pandemic or for the other wicked socio-economic problems that the country is facing. The surveys we carried out and also evidence we provide in the different trackers such as the Local Government in Action and Price Trackers suggest that there is a multi-dimensional, deep seated crisis which will require a more concerted effort to resolve. It cannot be business as usual or just pointing fingers at government but there is need to reconsider existing paradigms of decision making towards more inclusive and participatory processes. Whilst government is seemingly focused on enhancing foreign direct investment it may also have to consider introducing incentives to grow local giving. We

have seen through various studies and experiences that giving by locals surpasses the total amounts given through aid. The only challenge is that these small gifts by ordinary citizens remain atomized and unacknowledged. A new development model which puts local solidarity at the centre of design of solution is overdue.

Despite the challenges related to COVID-19, the year turned out to be one of the most productive for us as a team. The operating space in Zimbabwe continues to be very fluid and this has created the need to be very agile, especially in our financial and administrative process. We have also seen the need to increase on responsiveness by ensuring that we are up to date with fast paced nature of policy change. Our efforts aimed at increasing policy analysis and advocacy capacities within civil society have been recognised by others and we have received invitations for partnerships. We have what is potentially a purple cow in the stable- our work on philanthropy. We are seeing growing interest in the studies that we carry out focused on raising awareness on citizens' agency especially in the area of giving. We are not yet the go to 'think-tank'- it will take a lot of work to get there but we are satisfied with the modest contributions we have made to date.

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 (iii) 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

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