

# TOWARDS

SOCIAL & ECONOMIC  
JUSTICE



**Strategic Plan**

2020-2023



**ZIMCODD**  
ZIMBABWE COALITION ON DEBT & DEVELOPMENT

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<b>AG</b>	<b>Auditor General</b>
<b>AGM</b>	<b>Annual General Meeting</b>
<b>AU</b>	<b>Africa University</b>
<b>CPED</b>	<b>Civic Participation in Economic Development</b>
<b>CSO</b>	<b>Civil Society Organisation</b>
<b>DAMI</b>	<b>District Alternative Mining Indabas</b>
<b>FIA</b>	<b>Fight Inequality Alliance</b>
<b>HCC</b>	<b>Harare City Council</b>
<b>IAMI</b>	<b>International Alternative Mining Indaba</b>
<b>ICT</b>	<b>Information and Communication Technologies</b>
<b>IEC</b>	<b>Information, Education and Communication (IEC)</b>
<b>LEMOCs</b>	<b>Local Extractives Monitoring Committees</b>
<b>MoU</b>	<b>Memorandum of Understanding</b>
<b>PAMI</b>	<b>Provincial Alternative Mining Indabas</b>
<b>PFM</b>	<b>Public Finance Management</b>
<b>PPP</b>	<b>Public Private Partnerships</b>
<b>PRA</b>	<b>Policy Research and Advocacy</b>
<b>PRM</b>	<b>Public Resources Management</b>
<b>RUFWOSET</b>	<b>Rural Women Farmers' Social and Economic Transformation</b>
<b>SADC</b>	<b>Southern African Development Community</b>
<b>SAPSN</b>	<b>Southern African People`s Solidarity Network</b>
<b>SDG</b>	<b>Sustainable Development Goals</b>
<b>SEF</b>	<b>Student Economic Forums</b>
<b>SEJA</b>	<b>Social and Economic Justice Ambassadors</b>
<b>SWOT</b>	<b>Strengths, Weaknesses, Opportunities and Threats</b>
<b>TSP</b>	<b>Transitional Stabilisation Plan</b>
<b>UZ</b>	<b>University of Zimbabwe</b>
<b>ZAMI</b>	<b>Zimbabwe Alternative Mining Indaba</b>
<b>ZIMCODD</b>	<b>Zimbabwe Coalition on Debt and Development</b>
<b>ZSF</b>	<b>Zimbabwe Social Forum</b>

## EXECUTIVE SUMMARY

Two decades since the formation of ZIMCODD, the organisation has evolved and so has the operating environment. Despite shifts in the operating environment, ideological paradigms that contributed to the formation of ZIMCODD remain relevant and continue to guide the organisation's evolutionary path. This strategic plan (2020-2023) reflects the rich history and ideological foundations of ZIMCODD. In addition, it charts a bold new path that is consistent with an evolving, learning organisation. Firm and clear on the path to be followed, the strategic plan is cognisant of the fluidity of the operating environment and provides scope for flexibility and responsiveness to issues emerging in the operating environment.

This strategic plan was developed through a consultative process anchored on a strength-based approach that sought to build on previous processes. Strategic plan development processes included literature review focusing on organisational documents. It further included consultations with founding members, ZIMCODD secretariat along with stakeholders. A multi-stakeholder visioning workshop was convened to facilitate exploration of the organisation's strategic direction based on an analysis of all critical factors. Rooted in ZIMCODD's strong foundations in pro-poor economic models; its ability to unbundle complex economic issues; along with its multi-level partnerships, this strategy is an affirmation of the organisation's commitment to building a strong coalition and movement that drives evidence-based campaigns while connecting with regional and global frameworks and networks. In pursuit of social and economic justice, ZIMCODD will focus on the following thematic areas:

**Domestic Resource Mobilisation:** This thematic area emerges from a realisation of the importance of domestic resources for driving sustainable development. This is more so important for Zimbabwe where a combination of sub-optimal economic governance processes as well as restrictive measures limits the country's potential to access international development financing.

**Trade Justice and Livelihoods:** This thematic area will ensure that ZIMCDD remains rooted in the issues and struggles of the grassroots. This is fundamental in ensuring that the coalition is in touch with struggles of ordinary people. The strategy will include a multi-layered approach to trade analysis focusing on ensuring that macro and micro level trade agreements and processes contribute towards enhancement of livelihoods for ordinary, marginalised communities. It will further include a focus on livelihoods empowerment especially in the context of heightened vulnerability due to the economic decline and climate change.

**Public Resource Management:** This thematic area builds on the growing realisation of the need to promote prudent stewardship of public resources as an enabler of social and economic justice. Within this strategy ZIMCDD will prioritise advocacy around prudent management of all public resources including revenues from different sources as well as all other public resources.

**Organisational Development:** Successful delivery of objectives outlined in the strategic plan (2020-2023) will depend on the strength and suitability of the organisational structure. To that end the strategic plan will include a specific focus on organisational development. The thematic area will broadly focus on ensuring organizational effectiveness and efficiency. There will be a specific focus on strengthening the internal democracy of the coalition as well as strengthening internal governance at secretariat and governance levels.

## CORE IMPLEMENTATION APPROACHES

All four thematic areas outlined above are linked to and contribute towards social and economic justice. In order to deliver on the goal and strategic objectives, ZIMCODD will employ a core set of implementation approaches namely Civic Participation in Economic Development (CPED), Policy Research and Advocacy, Movement Building as well as information dissemination.

## INTRODUCTION

This Strategic Plan articulates the direction to be pursued by the Zimbabwe Coalition on Debt and Development (ZIMCODD) between 2020-2023. It provides an analysis of the context, the organisation's vision, mission and theory of change, objectives, strategies and activities. It also includes a Monitoring and Evaluation framework along with the implementation and management structure.

### Organisational Overview

The Zimbabwe Coalition on Debt and Development (ZIMCODD) is a socio – economic justice coalition established in February 2000 to facilitate citizens` involvement in making pro – people public policy. ZIMCODD views indebtedness, the unfair global trade regime and lack of democratic people– centred economic governance as root causes of the socio – economic crises in Zimbabwe and the world at large. Drawing from community–based livelihood experiences of its membership, ZIMCODD implements programmes aimed at delivering the following objectives;

- To raise the level of economic literacy among ZIMCODD members to include views and participation of grassroots and marginalised communities;
- To facilitate research, lobbying and advocacy in order to influence and promote policy change;
- To formulate credible and sustainable economic and social policy alternatives; and
- To develop a national coalition and facilitate the building of a vibrant movement for social and economic justice.

ZIMCODD is a member of regional and international networks working on Social and Economic Justice. In the SADC region, it is the Host of the Permanent Secretariat of the of the Southern African People`s Solidarity Network (SAPSN) from January 2019, whose focus is to support the development of alternatives to neoliberal corporate led globalization, with a negative impact on national and regional policies. ZIMCODD had once hosted this vibrant regional network from 2003 – 2011 before handing it over to Malawi on the rotational secretariat basis. Currently it is host to the Zimbabwe Social Forum (ZSF) and through this platform, ZIMCODD aims to develop a vibrant space for reflective thinking, democratic debate, formulation and exchange of alternative ideas to the neoliberal agenda in Zimbabwe and beyond.

ZIMCODD`s headquarters are in Harare, with regional offices in Bulawayo. There are committees and livelihoods assemblies in Mutare, Chipinge South (Checheche), Goromonzi, Binga, Gokwe, Gwanda and Matobo. Plans are to expand to other provinces in Zimbabwe as provided in the ZIMCODD constitution.

### **Membership and Governance**

ZIMCODD membership is based on the coalition model, bringing together various institutions and individuals who share the same vision<sup>1</sup>. These members are drawn from different thematic sectors and constitute the Annual General Meeting. A Board of Directors composed of representatives of specific sectors and regions is directly elected by the AGM in accordance with the constitution. The secretariat is responsible for the day to day programme management.

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<sup>1</sup> ZIMCODD sectors include gender/women`s groups, labour, students/youth, environmental groups, disability, informal traders, li velihood groups, HIV/AIDS, residents Associations, Faith Based Organisations and Arts/Culture groups.

## BACKGROUND

The 2020-2023 strategic plan for ZIMCODD comes at a time when Zimbabwe has undergone some significant political and economic shifts in recent times. November 2017 marked a new turn in the political history of Zimbabwe following a change from Robert Mugabe's leadership to the now President, Emmerson Dambudzo Mnangagwa. The coming in of a new government following the July 2018 elections also meant the introduction of various policies that seek to address the realities of Zimbabweans. Chief amongst these policies is the Transitional Stabilisation Plan which is generally considered as a drastic shift towards a market driven economy.

This is reflected in amendments made to the Indigenisation and Economic Empowerment Act where the requirement for 51/49 percent threshold is now limited to diamond and platinum sectors only. The shift towards revenue generation approaches that disadvantages already marginalised communities was further underlined by introduction of a 2% tax on electronic transactions<sup>2</sup>. The 2019 budget statement entitled "*Austerity for Prosperity*" further reflects the direction being pursued by the government especially as it signals erosion of social safeguards and will likely push more and more of the already impoverished citizens to the socio-economic margins. Emerging issues within the political and socio-economic context necessitated process of reviewing and refocusing the ZIMCODD Strategic Plan. The review will contribute towards refocusing the organisational direction as well as providing direction in a

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<sup>2</sup> Statutory Instrument 205 of 2018, Finance (Rate and Incidence of Intermediated Money Transfer Tax) Regulations, 2018

shifting context.

This strategic plan builds on the 2016-2020 plan which was anchored on the following thematic areas:

- (i) Social and Economic Rights;
- (ii) Public Finance Management;
- (iii) Natural Resources Governance;
- (iv) Trade Justice and Livelihoods;
- (v) Movement Building; and
- (vi) Organizational Development.

#### **Key achievements from the 2016-2020 Strategic Plan**

The 2016-2020 strategic plan was successfully implemented and key milestones were recorded. The current strategy adopts a strength-based approach and builds on achievements from the previous strategic plan. The table below summarises achievements from the 2016-2020 strategic plan.

## SOCIAL AND ECONOMIC RIGHTS

- Conducted and published a research on the Impact of Public Private Partnerships (PPPs) on the right to health in Mashonaland East.
- Synergies were created with Fight Inequality Alliance (FIA) and ZIMCODD became the FIA focal point in Zimbabwe;
- Facilitated establishment of Student Economic Forums (SEFs) at Africa University, University of Zimbabwe and Mutare Polytechnic College.
- A recommendation to fight inequality in Zimbabwe and SADC region was incorporated in the 2018 SADC People's Summit Communiqué presented to SADC Heads of State and Government in Namibia.
- Conducted a Social and Economic Justice Indaba which provided an accountability platform for citizens to demand the realization of SER.
- The Harare City Council (HCC) welcomed ZIMCODD's contribution towards addressing water issues in Harare and opened up for future engagement and dialogue.
- Played a leading role in holding the inaugural District Alternative Mining Indabas (DAMIs) in Penhalonga and Gwanda
- Mobilized artisanal and small-scale miners to participate at local and regional level during the Provincial Alternative Mining Indabas (PAMIs), Zimbabwe Alternative Mining Indaba (ZAMI) and the International Alternative Mining Indaba (IAMI).

## PUBLIC FINANCE MANAGEMENT (PFM)

- Invested in capacity building of women to participate and understand issues of PFM and Public Resources Management (PRM).
- Published training manuals and analysed the 2015 Auditor General's (AG's) report.
- Organised the Public Finance Management Policy Dialogue held in Bulawayo.

## NATURAL RESOURCES GOVERNANCE

- District Alternative Mining Indabas (DAMIs) empowered communities to be able to engage solution holders in their areas for inclusive community development.
- Setting up of Local Extractives Monitoring Committees (LEMOCs) empowered communities to participate in natural resources governance in resource rich communities.
- The government proposed to adhere to the Maputo declaration by allocating at least 12% of the total budget to the agricultural sector.

## TRADE JUSTICE AND RURAL LIVELIHOODS.

- Launched the Rural Women Farmers' Social and Economic Transformation (RUFWOSET) project in Goromonzi, Checheche and Gokwe.
- Rural women smallholder farmers demonstrated their capacity to participate in decision making and broke barriers to market entry by securing space at Aspindale Horticulture Market in Harare.
- Published the toolkit on Sustainable Agriculture and Livelihoods Strategies Toolkit.
- Coordinated the LA Led Trainings on Sustainable Agriculture and Livelihoods Strategies held in Chipinge, Gokwe and Goromonzi- 9 trainings were carried out with 450 women farmers.

## CONTEXT ANALYSIS

ZIMCODD emerged as a response to macro-economic policies which promote economic exclusion while contributing towards pushing the majority of the population into poverty. The organisation has a distinct ideological identity as a pro-poor and grassroots focused coalition advocating for social and economic justice. The focus on maintaining contact with grassroots has contributed towards the organisation maintaining a strong coalition that respects and upholds participation of its membership. In addition, there is distinct focus on establishing and maintaining partnerships with key stakeholders including government and regional movements. Led by a competent and dedicated staff, the organization continues to offer evidence-based advocacy and policy alternatives.

To achieve this strategic plan, ZIMCODD needs to mobilise for adequate financial, technical and material resources. This includes prioritising development of a sustainability strategy articulating plans to transition towards institutional, programmatic and financial sustainability. Operationally, the organisation has initiated processes of institutionalising monitoring and evaluation. This was done through setting up a strategic information and evaluation department as well as development of an institutional M&E framework. This section provides an overview of the context analysis focusing on the political, economic, social, technological and legal environments as articulated below.

### **Political and Governance**

The political and governance environment that ZIMCODD is operating in is highly polarised and is characterised by lack of accountability, good governance and transparency in government operations. There is growing utilisation of state instigated violence and harassment of alternative voices. Inevitably, space for organisations like ZIMCODD continues to shrink while the issues that require their advocacy keep escalating due to worsening conditions. Limited public consultations in the formulation of economic governance frameworks such as Vision 2030 and the Transitional Stabilisation Plan (TSP), the continued shrinking space as well as continued militarisation of the state continues the trend of side-lining citizens from processes that shape their future. There remains a need for civil society to push for inclusion in the governance processes as well as provide people centred policy alternatives.

### **Economic**

Zimbabwe continues to face economic challenges characterized by fiscal and monetary imbalances and inconsistencies which have eroded savings, trust and confidence amongst the people. The country continues to experience a dual enclave economy characterised by a small formal economy coexisting with a very huge informal sector which was inherited at independence in 1980. Macroeconomic stagnation has resulted in an economy that is more than two decades behind and out of sync with current realities. Continued macroeconomic decline and accompanying unemployment has resulted in the majority of the population failing to meet basic needs and estimates showing that over 75 percent of the Zimbabwean population lives below the poverty datum line <sup>3</sup>.

### **Social**

The obtaining political and economic challenges have resulted in serious social challenges punctuated by a near collapse of social services. There is constrained access to health services as well as limited access to education. Dilapidated water and sanitation infrastructure have resulted in constant outbreaks of water-borne diseases such as cholera and typhoid. The effects of these are worsened by poor emergency preparedness and a general lack of resources to respond effectively. Currency fluctuations and the erosion of value have resulted in complete collapse of social protection mechanisms exemplified by loss of value for pensioners' remuneration. Poverty and inequality levels which have resulted in social challenges including theft, robbery, vandalism and corruption as people resort to negative coping mechanisms. At the operational level, the requirement for MoUs by local government continues to inhibit project implementation.

### **Technological**

Just like the rest of the world, the operating environment in Zimbabwe has been heavily affected by technology. An increase in social media uptake by citizens especially urban youth has enhanced real time information sharing, interconnectedness of communities and provision of an alternative public sphere that facilitates virtual meetings and engagements. Along with opportunities accompanying the proliferation of technology comes challenges of access as well as the widening digital divide. This is critical as

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<sup>3</sup> Zimstat, (2019). Poverty, Income, Consumption and Expenditure Survey 2017 Report.

technology offers key platforms for mobilisation and enhanced citizen participation. Although modern ICTs chiefly offers opportunities, they have also brought with them some negative aspects that need to be addressed to minimize the negative outcomes. There are increased social media threats and crimes which include hacking, cyber bullying cases of fraud and dissemination of fake news.

### **Environmental**

In recent times, Zimbabwe has experienced environmental challenges that have further constrained citizens' capacity to meet their social and economic rights especially small holder farmers and rural women. Some of these environmental disasters include floods induced by climate variability such as cyclone Idai, mining disasters such as the battlefields mine collapse resulting from poor environmental management practices. Overall, the environmental disasters show limited preparedness and planning which is chiefly a result of limited budgetary allocations to risk and disaster management in the national budget. In urban areas, there has been rapid expansion of settlements invading communal land and wetlands whilst new mining operations have affected land rights for communities. These new land use patterns have caused imbalances in the eco-system with resultant impacts that include cholera outbreaks as a result of pollution of sub-surface water and forced displacement.

### **Legal**

In addressing the Legal framework and deficits in constitutionalism, Zimbabwe's government has a seemingly improved desire for reform with an extensive law alignment to the 2013 constitution and this offers the greatest opportunity for civil society. However, corruption as well as inter and intra party conflict persists and these have had a negative bearing on the representative, oversight and legislative roles of parliament. Without effective citizen involvement and advocacy, the policy reform agenda continues to prolong and promote the interests of the political and economic elites. There is also an additional need for alignment of the laws to regional and international protocols such as the SADC Protocol on Finance and Investment . The legal environment continues to constrain the effective participation of civic society with continued persecution, surveillance and intimidation. Legal safety nets have been eroded by a culture of impunity and social advocates operate in fear.

Even though the operational environment for ZIMCODD remains constrained, there are some **opportunities** that this strategic plan should exploit. ZIMCODD will tap into the ongoing reforms and devolution process to ensure that it provides space for community participation and play the critical role of think tanking for alternative social and economic models. The current liberalization of the air waves through the licensing of community radio stations provides ZIMCODD with an opportunity to engage communities through a medium that is context specific, relevant and accessible to the majority of the community members. The huge youth and female demography will also be used to drive the work and movements of the organization whilst the proliferation of modern ICT will be useful for mobilization, instant and wider communication and information sharing. Regional and international frameworks that include the SDGs provides a good basis for ZIMCODD to position its work in a way that it benefits from regional and international solidarity and commitment.

### **ORGANISATIONAL ANALYSIS**

Successful implementation of the Strategic plan (2020-2023) will depend on multiple factors. Some factors are internal while some are external. In order to ensure the organisation is well prepared, there is need for strategies to leverage in internal strengths while ensuring the organisation is ready to take advantage of opportunities that may emerge in the operating environment. The organisation also has to simultaneously focus on addressing internal weaknesses while putting in place measures to counter external threats. In order to prepare adequately, an analysis of Strengths, Weaknesses, Opportunities and Threats (SWOT) was conducted as part of strategic plan development. Findings from the SWOT analysis are presented below.

## Strengths

- Strong sector-based management
- Teamwork
- Grassroots perspectives
- Local Structures – Vibrant network with active membership
- Competent staff
- Partnerships (including strategic partnerships with government)
- Credible organizational history
- Regional presence
- Research capacity for evidence-based advocacy
- Strong ideology that influences policy alternatives
- Organisational credibility, track record and sound partnerships with funding partners

## Weaknesses

- Inadequate institutional funding
- Inadequate equipment (computers, furniture and institutional vehicles)
- Donor dependence
- No own office space
- Weak framework for measuring change
- Weak sustainability strategy
- No staff with knowledge of feminist approach and legal analysis

## Opportunities

- Ongoing political and social reforms
- A huge demography for CSOs to strengthen civic movement
- Growing ICTs use for M&E
- Devolution process and reform
- Strategic organisational positioning that allows ZIMCODDD to address issues that affects the private and public sectors
- SDG framework
- Regional and International civic space

## Threats

- Policy making processes that are not consultative
- Non-responsive and inclusive policy environment
- Weak legal frameworks and policy inconsistency.
- Shrinking civic and political space (criminalization of CSOs)
- Reactionary government
- Decreases in funding for NGOs
- Civil unrest including violent protests against worsening socio-economic conditions.

## STRATEGIC PLAN AT A GLANCE

### Vision

Socio-economic justice in Zimbabwe anchored on a vibrant people-based movement.

### Mission

To take action against the debt burden and socioeconomic injustices through movement building and alternative policy formulation.

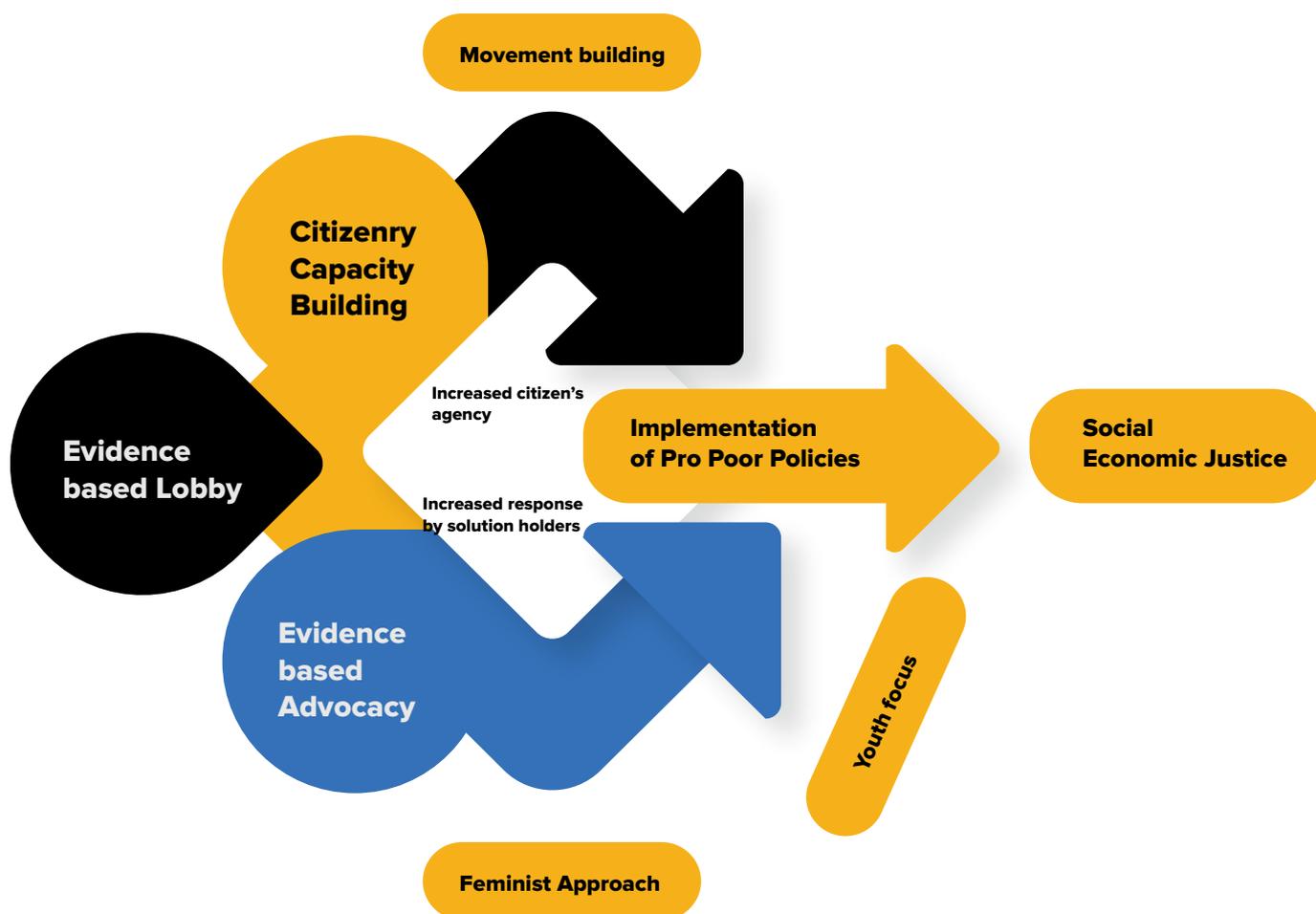




## Theory of Change

The organisation's theory of change is that

*If ZIMCODD strengthens citizens' agency; use evidence to advocate and lobby for prudent public resources management, domestic resource mobilisation and trade justice then it will be able to influence development and implementation of pro-poor policies that leads to attainment of socio-economic justice in Zimbabwe.*



## THEMATIC AREAS

The thrust of ZIMCODD's work is to address social inequality and ensure shared economic prosperity for every Zimbabwean. It does so by promoting inclusive and sound economic policies that are pro-poor, promote growth and address the deepening socio-economic crises. Rooted in its strong foundations for pro-poor

economic models; ability to unbundle complex economic issues; and partnerships at multiple levels, this strategy affirms ZIMCODD's commitment to build a strong coalition and movement that drives evidence-based campaigns and connects with regional and global frameworks and networks. In pursuit of social and economic justice, ZIMCODD will focus on the following thematic areas:

### **Domestic Resource Mobilisation (DRM)**

This thematic area emerges from a realisation of the importance of domestic resources for driving sustainable development. This is more so important for Zimbabwe where a combination of sub-optimal economic governance processes as well as restrictive measures limits the country's potential to access international development financing. ZIMCODD aims to contribute towards driving the domestic resource mobilisation agenda especially as the country is endowed with natural resources. The organisation will focus on natural resource governance, advocacy for improved tax approaches as well as improved domestic resource governance.

### **Public Resource Management (PRM)**

This thematic area builds on the previous strategy which focused on public finance management. There is a growing realisation of the need to promote prudent stewardship of public resources as an enabler of social and economic justice. Within this strategy ZIMCODD will prioritise advocacy around prudent management of all public resources including revenues from different sources as well as all other public resources. This will include a focus on budget analysis along with advocacy for broader accountability from state enterprises/parastatals.

### **Trade Justice and Livelihoods (TJL).**

This thematic area will ensure that ZIMCODD remains rooted in the issues and struggles of the grassroots. This is fundamental in ensuring that the coalition is in touch with the struggles of ordinary people. Priorities within this thematic area will include contracts monitoring especially as the government has been mortgaging natural resources. The organisation will focus on ensuring that macro and micro level trade agreements and processes contribute towards enhancement of livelihoods for ordinary, marginalised communities. The thematic area will further include a focus on livelihoods empowerment especially in the context of heightened vulnerability due to the economic decline and climate change.

**Organisational Development (OD)**

Successful delivery of objectives outlined in the strategic plan (2020-2023) will depend on the strength and suitability of the organisational structure. To that end the strategic plan will include a specific focus on organisational development. The thematic area will broadly focus on ensuring organizational effectiveness and efficiency. There will be a specific focus on strengthening the internal democracy of the coalition as well as strengthening internal governance at secretariat and governance levels. Processes within the strategic phase will build on work started under the previous strategic plan especially the skills audit. There will be continuous investments in capacity building to ensure competencies are aligned to technical requirements. The organisation will also invest in strengthening resource mobilisation with a focus on retaining current funding partners while attracting new ones.

**CORE IMPLEMENTATION APPROACHES**

All three thematic areas outlined above are linked and contribute towards social and economic justice. In order to deliver on the goal and strategic objectives, ZIMCODD will employ a core set of implementation approaches namely Civic Participation in Economic Development (CPED), Policy Research and Advocacy, Movement building as well as information dissemination. The key approaches are articulated below:

**Civic Participation in Economic Development (CPED)**

This approach will seek to build on and consolidate the mobilisation of peoples of Zimbabwe to champion socio-economic justice and development. ZIMCODD will utilise existing networks to reach out to people at grassroots and community levels. These networks will be organised around the thematic areas and specific issues. Effectiveness of the approach will be anchored on ZIMCODD's ability to access and fully engage different constituencies. This implementation approach will be used to generate public interest and opinion on civic participation and socio-economic rights, develop vibrant sector networks and their constituencies as well as to energise a grassroots-driven movement for pro-people socio-economic justice.

**Policy Research and Advocacy (PRA)**

This strategic plan will be anchored on evidence-based lobby and advocacy informed by research conducted in identified areas. Evidence and strategic

information generated will be used in the CPED program specifically to ensure tailored and needs driven training and capacity building of members. ZIMCODD will invest in production of policy briefs for policy engagements with respective authorities and pro-people advocacy campaigns. The tools for influencing policy will include press statements and petitions.

### **Movement Building**

Sustained movement building is one of the key pillars in the fight for social and economic justice, thus the Movement Building will be a cross-cutting approach focusing on harnessing public voices and collective efforts at local, regional and international level to build a broad based vibrant social movement. This approach will be used to activate all sectors (including dormant ones) while ensuring that ZIMCODD increases vibrant campaigns for social and economic justice. SEJAs will be a critical component in the building of the movement through the implementation of SEJA led activities which are oriented towards recruitment and increasing the number of SEJAs from the current figure of over 600 SEJAs to 1000 SEJAs by 2023. The current networks that include SAPSN and the national movement building initiatives will form part of the strategies to build the movement.

### **Information Dissemination**

ZIMCODD generates a wealth of information across the three thematic areas. This strategy will include a specific focus on information dissemination to ensure that community voices find expression in wider platforms. Information, Education and Communication (IEC) materials will be developed and shared. These will include manuals, research papers, SEJA reader, campaign materials and other information products such as policy briefs.

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The  
Strategic  
Plan

2020  
TO  
2023

## **GOAL**

The goal of the ZIMCODD 2020-2023 Strategic plan is “to contribute towards sustainable social and economic justice in Zimbabwe”

## **STRATEGIC OBJECTIVES**

### **DOMESTIC RESOURCE MOBILISATION**

#### **Strategic Objective 1**

To advocate for development and operationalisation of policies, laws and systems that facilitate optimum mobilisation of domestic resources in Zimbabwe by 2023.

**Outcome:** Fair and equitable mobilisation and distribution of natural resources by the government.

#### **Sub Objective 1.1**

To advocate for a fair, just and pro-poor tax system in Zimbabwe by 2023

**Outcome:** Improved taxation systems in Zimbabwe

#### **Sub Objective 1.2**

To advocate for a sustainable and rights based natural resource governance structure in Zimbabwe by 2023.

**Outcome:** Citizens fairly and equitably benefit from the utilisation of natural resources.

#### **Sub Objective 1.3**

To advocate for development and institutionalisation of systems to curb illicit financial flows from Zimbabwe by 2023

**Outcome:** Government develop and implements strong systems/frameworks that reduce illicit financial flows in resource governance.

## TRADE JUSTICE AND LIVELIHOODS

### Strategic Objective 2

To strengthen the capacity of individuals, organised groups and communities to advocate for trade justice and sustainable livelihoods by 2023.

**Outcome:** Citizens are able to demand trade justice to enhance their livelihoods.

#### Sub Objective 2.1

To advocate for and monitor fairness and transparency in trade agreements by the government by 2023

**Outcome:** Robust systems that promote fair and transparent trade agreements entered into by government

#### Sub Objective 2.2

To advocate for a trade framework and its implementation so as to promote inclusion of small-scale informal sector players with a focus on women and youth in the mainstream economy by 2023.

**Outcome:** Government promotes trade policies that increase access of women and youth in informal economy to competitive markets

#### Sub Objective 2.3

To strengthen livelihoods capacities of individuals, organised groups and communities focusing on women and youths by 2023.

**Outcome:** Women and youth have increased sustainable options of income

## PUBLIC RESOURCE MANAGEMENT

### Strategic Objective 3

To promote prudent, accountable and transparent public resource management in Zimbabwe by 2023.

**Outcome:** Enhanced transparency and accountability in PRM in Zimbabwe.

#### Sub Objective 3.1

To advocate for pro-poor resource allocation in national and local government budgeting processes by 2023

**Outcome:** Improved social service delivery at both local and national level

#### Sub Objective 3.2

To advocate for transparent, accountable and sustainable national debt contraction and management processes by 2023.

**Outcome:** Increased government compliance to debt management frameworks and legislation.

#### Sub Objective 3.3

To strengthen capacities of communities with a focus on women and youth to actively participate in determining allocation and utilisation of resources at all levels by 2023.

**Outcome:** Women and youths are able to influence the allocation and utilisation of resources at all levels.

## ORGANISATIONAL DEVELOPMENT

### Strategic Objective 4

To contribute towards an efficient and effective ZIMCODD institutional structure by 2023.

**Outcome:** ZIMCODD is able to fulfil its vision and mission.

#### Sub Objective 4.1

To improve internal democracy as part of strengthening ZIMCODD's governance structures by 2023.

**Outcome:** Robust ZIMCODD Governance Structures at the local and national levels.

#### Sub Objective 4.2

To review and update ZIMCODD's internal systems in line with emerging issues by 2023

**Outcome:** Stronger ZIMCODD internal systems for financial and programme management.

#### Sub Objective 3.3

To invest in upgrading ZIMCODD's programming, technical and administrative infrastructure by 2023

**Outcome:** Improved ZIMCODD programming, technical and administrative infrastructure

#### Sub Objective 4.4

To strengthen, update and implement the ZIMCODD Sustainability strategy by 2023.

**Outcome:** Improved internal resources mobilisation for institutional funding

## **MONITORING AND EVALUATION**

Progress towards achievement of objectives will be tracked through a combination of routine monitoring as well as episodic evaluation. As part of ensuring accountability, a Monitoring and Evaluation framework has been developed for the strategic plan. This will show clear linkages between the goal, objectives, outcomes and indicators. Beyond the Monitoring and Evaluation framework, this strategic plan articulates some critical system building blocks which will be necessary to facilitate effective Monitoring and Evaluation. The section below outlines reasons why the M&E framework has been developed.

### **Justification**

ZIMCODD is a learning organisation and learning is aided by the availability of strategic information. The M&E system will contribute towards generating strategic information for internal and external accountability while facilitating learning.

The organisation is focusing on four thematic areas and multiple objectives. However, these are supposed to contribute towards socio-economic justice. The M&E framework will provide a systematic approach for linking different objectives to ensure achievement of one goal.

There is need for prioritising implementation fidelity by ensuring adherence to agreed work plans, targets and activities. The M&E framework will provide structured guidance to ensure implementation fidelity by ZIMCODD.

ZIMCODD has various stakeholders including its membership, Board, implementing partners and others. These require different information and the organisation will need to be accountable to them in different ways. Accountability will include reporting on key indicators to illustrate progress at agreed intervals.

ZIMCODD is operating in a continually evolving context and the strategic plan will not be successfully implemented if the organisation's approaches remain static. The monitoring and evaluation framework will provide evidence to allow methodological adaptations along with development of a structured research agenda.

### **Preconditions for success**

In order for the organisation to successfully operationalise the M&E framework, there is need to ensure the right systems and structures are in place. Operationalisation of M&E within this strategic phase will be anchored on the following:

- Supporting the Strategic Information and Evaluation department to be institutionalised. This includes continued involvement of SIE expertise in the whole programme cycle from conceptualisation to evaluation.
- Allocating adequate resources to M&E to ensure all activities that contribute towards effectiveness are implemented. This includes prioritising M&E in all resource mobilisation activities.
- Training of all staff in M&E to ensure there is an institution-wide appreciation of the M&E function as well as how it intersects with all other organisational functions.
- Developing a clear research agenda for all the thematic areas and sequencing researches in order to create linkages and benefit from efficiencies.

**Monitoring and Evaluation will be guided by the framework which is provided in the table below.**

# MONITORING AND EVALUATION FRAMEWORK

Objectives	Outcomes	Indicators	Assumptions
<p><b>Strategic Objective 1</b> To advocate for development and operationalisation of policies, laws and systems that facilitate optimum mobilisation of domestic resources in Zimbabwe by 2023.</p>	<p><i>Fair and equitable mobilisation and distribution of natural resources by the government.</i></p>	<ul style="list-style-type: none"> <li>- Number of new policies, laws and systems promoting optimum resource mobilisation.</li> <li>- Number of initiatives by policy makers to engage citizens on DRM policy formulation.</li> <li>- Number of citizen demands co-opted into policy and system influencing DRM</li> </ul>	<p>Government is willing to engage for the enactment and alignment of the laws and policies that promote sound resource mobilisation.</p>
<p><b>Sub Objective 1.1</b> To advocate for a fair, just and pro-poor tax system in Zimbabwe by 2023</p>	<p><i>Improved taxation systems in Zimbabwe</i></p>	<ul style="list-style-type: none"> <li>- Number of retrogressive tax laws, policies, frameworks/systems repealed by the government</li> <li>- Number of progressive tax, laws, policies, frameworks/systems implemented by the government</li> <li>- Number of citizen initiatives adopted for fair and pro poor taxation systems</li> </ul>	<p>Government commitment to enact pro people and pro poor policies governing domestic resources mobilisation</p>
<p><b>Sub Objective 1.2</b> To advocate for a sustainable and rights based natural resource governance structure in Zimbabwe by 2023.</p>	<p><i>Citizens fairly and equitable benefit from the utilisation of natural resources.</i></p>	<ul style="list-style-type: none"> <li>- % citizens benefitting from natural resources revenue.</li> <li>- Number of legal frameworks promoting transparency and accountability in natural resources governance enacted by the government</li> <li>- Number of citizen led initiatives that receive positive response from government to promote prudent natural resource management</li> </ul>	<ul style="list-style-type: none"> <li>-Rights holders are willing to participate</li> <li>Duty bearers willing to implement natural resource governance policies that enhance transparency and accountability.</li> </ul>

Objectives	Outcomes	Indicators	Assumptions
<p><b>Sub Objective 1.3</b> To advocate for development and institutionalisation of systems to curb illicit financial flows from Zimbabwe by 2023.</p>	<p><i>Strengthened systems/frameworks that reduce illicit financial flows in resource governance.</i></p>	<ul style="list-style-type: none"> <li>- % reduction in annual illicit financial flows</li> <li>- Number of legal frameworks that have been implemented with success to curb illicit financial flows</li> </ul>	<p>Government willingness/commitment to put in place effective mechanisms to curb IFFs</p>
<p><b>Strategic Objective 2</b> To strengthen the capacity of women and youth to demand trade justice for sustainable livelihoods by 2023.</p>	<p><i>Citizens are able to demand trade justice to enhance their livelihoods.</i></p>	<ul style="list-style-type: none"> <li>- Number of citizen's advocacy initiatives lobbying for trade justice</li> <li>- Number of government initiatives to promote trade justice</li> </ul>	<p>There is open civic space for movement building.</p>
<p><b>Sub Objective 2.1</b> To advocate for and monitor fair and transparent trade agreements by the government by 2023.</p>	<p><i>Robust systems that promote fair and transparent trade agreements by government</i></p>	<ul style="list-style-type: none"> <li>- Number of government platforms that provide information on trade agreements to citizens</li> <li>- Number of laws and policies enacted by government that promotes transparency and accountability in trade agreements.</li> </ul>	<p>The government is committed to provide adequate information on various trade agreements</p>
<p><b>Sub Objective 2.2</b> To advocate for an inclusive informal trade frameworks that promotes fair trade, among women and youth in the mainstream economy by 2023.</p>	<p><i>Government promotes trade policies that increase access of women and youth in informal economy to competitive markets</i></p>	<ul style="list-style-type: none"> <li>- Number of trade policies that address needs of women and youth in informal sector</li> <li>- Number of government facilitated informal sector linkages to competitive markets</li> <li>- % of women and youth in informal sector reporting being assisted by the government in assessing markets</li> </ul>	<p>Solution holders at both local and national levels willing to develop and adopt policies that promote inclusion of informal sector</p>

Objectives	Outcomes	Indicators	Assumptions
<p><b>Sub Objective 2.3</b> To strengthen livelihoods capacities of individuals, organised groups and communities focusing on women and youths by 2023.</p>	<p>Women and youth have increased sustainable options of incomes</p>	<ul style="list-style-type: none"> <li>- Number of households reporting change in monthly incomes</li> <li>- Type sustainable income initiatives by women and youth</li> </ul>	<p>Government and its partners have adequate resource to support citizen livelihoods</p>
<p><b>Strategic Objective 3</b> To promote prudent, accountable and transparent public resource management in Zimbabwe by 2023.</p>	<p>Enhanced transparency and accountability in PRM in Zimbabwe.</p>	<ul style="list-style-type: none"> <li>- Number of policy &amp; legislative reforms enacted to increase transparency and accountability PRM</li> <li>- Number of government platforms accessible to citizen for engagement on PRM issues</li> <li>- Number of PRM information provision platforms availed by the government and accessible to citizens.</li> </ul>	<p>Solution holders demonstrate commitment to PFM reforms</p>
<p><b>Sub Objective 3.1</b> To advocate for pro-poor resource allocation in national and local government budgeting processes by 2023.</p>	<p>improved social service delivery at both local and national level</p>	<ul style="list-style-type: none"> <li>- Number initiatives by local/national authorities on citizen inclusion in transparent budget processes.</li> <li>- % of local/national budgets allocated to social protection (education, health, social security).</li> </ul>	<p>There is sufficient political will towards the PFM reform agenda.</p>
<p><b>Sub Objective 3.2</b> To advocate for transparent, accountable and sustainable national debt contraction and management processes by 2023.</p>	<p>Enhanced government compliance to debt management frameworks and legislation.</p>	<ul style="list-style-type: none"> <li>- Number of debt contracted by government that went through parliament oversight</li> <li>- Debt to GDP ratio</li> <li>- Number of information platforms availed to citizens by the government sharing information on debt contracts</li> </ul>	<p>The government has political will to adhere to the constitution provisions, laws and acts on PFM</p>

Objectives	Outcomes	Indicators	Assumptions
<p><b>Sub Objective 3</b> To strengthen capacities of communities with a focus on women and youth to actively participate in determining allocation and utilisation of resources at all levels by 2023.</p>	<p>Women and youths actively influencing the allocation and utilisation of resources at all levels.</p>	<ul style="list-style-type: none"> <li>- Number of organised community groups actively participating in tracking allocation of resources.</li> <li>- Number organised community groups actively participating in tracking utilisation of resources.</li> <li>- Number of issues raised by women and youth included in the national budget statement.</li> <li>- Number of fiscal policies at local/national level addressing the needs of women and youth.</li> </ul>	<p>Citizen organising is not seen in bad faith by the government but as an opportunity for strengthening citizen participation</p>
<p><b>Strategic Objective 4</b> To contribute towards an efficient and effective ZIMCODD institutional structure by 2023.</p>	<p>ZIMCODD is able to fulfil its vision and mission.</p>	<ul style="list-style-type: none"> <li>- Clear organogram</li> <li>- Number of policies and standard operating procedures</li> <li>- Presence of strategy document</li> </ul>	<p>Board and management willingness to support the successful implementation of institutional structures</p>
<p><b>Sub Objective 4.1</b> To improve internal democracy as part of strengthen ZIMCODD's governance structures by 2023.</p>	<p>Improved internal relationship among the secretariat and board.</p>	<ul style="list-style-type: none"> <li>- Number of meetings between secretariat and board</li> <li>- Number of secretariat recommendations adopted by the board</li> </ul>	
<p><b>Sub Objective 4.2</b> To review and update ZIMCODD's internal systems in line with emerging issues by 2023.</p>	<p>Updated ZIMCODD internal systems.</p>	<ul style="list-style-type: none"> <li>- Capacity assessments confirming effectiveness of ZIMCODD internal systems.</li> <li>- Number of new ICT assets purchased</li> </ul>	<p>Organisation have both financial and human capital to respond to changing needs and context</p>

Objectives	Outcomes	Indicators	Assumptions
<p><b>Sub Objective 4.3</b> To invest in upgrading ZIMCODD's programming, technical and administrative infrastructure by 2023.</p>	<p><i>Improved ZIMCODD programming, technical and administrative infrastructure</i></p>	<ul style="list-style-type: none"> <li>- Number of new ICT assets purchased</li> <li>- Number of ICT based system used in the organisation.</li> </ul>	<p>The organisation has capacity to mobilise adequate resources</p>
<p><b>Sub Objective 4</b> To strengthen, update and implement the ZIMCODD Sustainability strategy by 2023.</p>	<p><i>Improved internal resources mobilisation for institutional funding</i></p>	<ul style="list-style-type: none"> <li>- Number of donors with institutional funding</li> <li>- Number of thematic areas with running interventions</li> </ul>	<p>ZIMCODD remains operational and have capacity to mobilise adequate resources for its interventions</p>

<sup>i</sup> Vision 2030 captures the government's aspiration that the country is going through the primary stages of a radical economic transformation that will witness the country becoming an upper-middle-income economy by 2030

<sup>ii</sup> The TSP is the economic blue print that lays the foundation of achieving Vision 2030

<sup>iii</sup> In Annex 2 of the Protocol on Finance and Investment, SADC recognised that macroeconomic stability is fundamental to economic growth throughout Southern Africa and, as such, encourages Member States to adopt policies aimed at fostering such stability. In order to obtain these Macroeconomic Convergence targets, Member States are advised to maintain a public debt-to-GDP ratio of no greater than 60%.



📍 Zimbabwe Coalition on Debt Development  
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