



**POVERTY REDUCTION FORUM TRUST (PRFT)**

# **STRATEGIC PLAN**

**2014-2019**

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## List of Acronyms

AIDS	Acquired Immuno Deficiency Syndrome
AIPPA	Access to Information and Protection of Privacy Act
AU	African Union
BNB	Basic Needs Basket
COMESA	Common Market for East and Southern Africa
COPAC	Constitutional Parliamentary Committee
CPL	Consumption Food Poverty Line
FPL	Food Poverty Line
GBV	Gender-based Violence
GDP	Gross Domestic Product
HIPC	Heavily Indebted Poor Countries
HIV	Human Immune Virus
ICT	Information Communication Technology
IMF	International Monetary Fund
IFIs	International Financial Institutions
MDGs	Millennium Development Goals
M&E	Monitoring and evaluation
OECD	Organisation for Economic Co-operation and Development
POSA	Public Order and Security Act
PRSPs	Poverty Reduction Strategy Papers
SADC	Southern Africa Development Community
SDGs	Sustainable Development Goals
SHD	Sustainable Human Development
UN	United Nations
UNDP	United Nations Development Programme
UNWomen	United Nations Entity for Gender Equality and the Empowerment of Women
ZIMASSET	Zimbabwe Agenda for Sustainable Socio-Economic Transformation

## 1. Executive Summary

Since 1996 Zimbabwe has experienced a difficult transition which has witness unparalleled economic upheaval and political challenges. Despite the government's efforts through various economic plans, economic recovery continues to be a major challenge which requires multifaceted approaches which have the support of a wide range of stakeholders. The Poverty Reduction Forum (PRF) which was formed as project of UNDP and the Government of Zimbabwe in 1996 to address poverty evolved into the Poverty Reduction Forum Trust (PRFT) in 2008 while maintain the objective of promoting strategies that confront poverty in Zimbabwe. Efforts by the government since 2013 have shown that there still exists many opportunities and obstacles to combatting poverty at policy level and at the household level.

In this regard PRFT has continued on a trajectory of building on its initial work to define a Zimbabwe free from poverty through the provision of research and policy analysis, promoting dialogue amongst all stakeholders and advocacy interventions. The lessons of the past strategic period have highlighted the importance of the institutional building and to this effect resource mobilization is a key component. PRFT has also learned the importance of ensuring an institutional mechanism for capturing key lessons, the need to improve of improving communication and brand positioning as well as the value of strategic partnerships for programme implementation and to enhance resource mobilization efforts. With a heightened institutional recognition and with an innovative flagship programme in the Basic Needs Basket, PRFT has grown in various ways and is compelled to build on these interventions for this strategic period. In this regard this strategic period will focus on the following strategic objectives:

- i. To contribute to improved awareness and implementation of the policy frameworks adopted by Zimbabwe that promote poverty reduction by 2019
- ii. To contribute to the empowerment of communities towards improving their socio-economic conditions through building their capacity to engage policy frameworks on poverty related issues by 2019
- iii. To promote the development and growth of the institution of PRFT through enhanced organisational development and capacity development by 2019

Such strategic interventions are meant to address poverty at the policy level (top – bottom approach) while ensuring the necessary focus on the household level (bottom – up approach) as well as support the growth of the institution to promote sustainability of these interventions. To augment this, PRFT will ensure improved monitoring and evaluation of the strategic plan and greater focus on institutional sustainability.

Addressing poverty in Zimbabwe remains one of the key opportunities to improving socio-economic development and a key priority within the ZIMASSET and the SDGs which the government has ascribed to. Such intentions however often remain intentions and all stakeholders need to be involved in not only unpacking these ambitious goals but establishing a real value at the local level from such interventions. It is for this purpose that PRFT remains invigorated and dedicated to informing and influencing policy towards poverty reduction and sustainable human development through research, advocacy and public dialogue.

## **2. Introduction and Background**

### **2.1 Introduction**

Zimbabwe remains between the promise of economic recovery and the decline into extreme poverty. While the failure to meet the Millennium development goal 1 of eradicating extreme poverty and hunger by 2015 highlights the challenges of socio-economic deterioration, the last five years of the MDG period also showed promise with stabilization of the economy through the macro-economic policies such as the adoption of the multi-currency system. However the period since 2013 has shown the challenges of consistency and perseverance in tackling poverty due to the steady decline of the economy since then, highlighted by further slump in economic growth, reduction in tax base for the government, loss of jobs and high levels of unemployment, deindustrialisation, liquidity challenges and deteriorating social service delivery. Through the adoption of the Sustainable Development Goals (SDGs) and a country driven Interim Poverty Reduction Strategy Paper (I- PRSP), the government has brought poverty reduction on the agenda and it is committed to eradicate poverty and all forms of inequalities. However, the continued economic collapse and persistence of unfavourable macroeconomic policies makes the fulfilment of government's commitments a mammoth task hence the need of for collaborative efforts from different players. As the country enters another electoral period in 2018, for Civil Society to intensify its watch-dog role, provide checks and balances and demand accountability from government. It is clear that the Sustainable Development Goals (SDGs), Zimbabwe Agenda for Sustainable Socio-Economic Transformation (ZIMASSET) and the Poverty Reduction Strategy Papers (PRSPs) all require persistent and strategic engagement from all stakeholders if Zimbabwe is going to escape the current downward spiral towards poverty. It is in this regard that the work of the Poverty Reduction Forum Trust (PRFT) remains relevant and identifies opportunities in which to strengthen Zimbabwe's response to combatting poverty.

### **2.2 Socio-Economic Background**

In the period from 2000-2009, Zimbabwe suffered a major social and economic and political crisis which resulted in the disappearance of safety nets for the poor, massive formal unemployment and breakdown in social services. This crisis saw the GDP shrink by 40%, the percentage of people living below the consumption poverty line CPL rising from 24% in 1995 to 72 % in 2005. According to the 2012 Zimbabwe Millennium Development Goals (MDGs) Report<sup>1</sup>, Zimbabwe has become a net importer of food. The proportion of people living below the Food Poverty Line (FPL) increased from 29% in 1995 to 58% in 2003 and this number has already increased in the present situation. According to a report by the Poverty Reduction Forum Trust<sup>2</sup> chronic and abject poverty is endemic in both rural and urban areas in Zimbabwe. With the adoption of a multi-currency system in 2009, prospects for economic growth brightened and GDP rebounded from -14.8 per cent in 2008 to 5.7 per cent , before peaking at 10.6 per cent in 2012 (the highest since dollarisation). However, despite these positive economic trends, developments beyond this phase to date have been characterised by a depressed economic performance, with the economy registering a sluggish trend since 2013. Given these weakening economic fundamentals and depletion of resources, poverty and economic hardships have worsened for both the urban and rural poor. According to the ZimStat<sup>3</sup> Poverty Report on the 2011-2012 Poverty Income Expenditure and Survey (PICES) Survey, 72.3% of Zimbabweans are poor, whilst 16.2% of the households are in

<sup>1</sup> <http://www.undp.org.zw/millennium-development-goals/mdginzim>

<sup>2</sup> Study on Rural Poverty in Manicaland : the case of Mutare Rural :PRFT 2013

<sup>3</sup> The Poverty ,Income, Consumption and Expenditure Surveys ( ZIMSTATS, 2012)

extreme poverty. Poverty is most prevalent in rural areas, where 84.3% of people are deemed poor and 30.4% extremely poor. The 2013 United Nations Human Development Index (HDI) ranks Zimbabwe among low human development countries: 172<sup>nd</sup> out of 186 countries compared to 1998, when it ranked 130<sup>th</sup> out of 174 countries.

At the Sustainable Development Summit on 25 September, 2015, UN Member States adopted the 2030 Agenda for Sustainable Development, which includes a set of 17 Sustainable Development Goals (SDGs) to end poverty, fight inequality and injustice, and tackle climate change by 2030. The SDGs, also known as the Global Goals, build on the Millennium Development Goals (MDGs), eight anti-poverty targets that the world committed to achieving by 2015. The government of Zimbabwe has prioritized 10 of the 17 SDGs although it commits to implement all the 17 SDGs. The priority Goals including goals 2, 3 and 8, have strong bearing on poverty reduction. Zimbabwe fared poorly towards the achievement of the MDGs except recognizable progress on MDG 2, 3 and 6. The country therefore has significant amount of unfinished business from the MDGs era as it embarks on the SDGs implementation.

### **3. About The Poverty Reduction Forum Trust (PRFT)**

The Poverty Reduction Trust (PRFT) is a civil society organisation formed in 2008 from its predecessor the then Poverty Reduction Forum (PRF) which was a project of the United Nations Development Programme (UNDP) and the then Ministry of Public Service, Labour and Social Welfare (1996-2007). The PRF's mandate was influencing sustainable development through production of the Zimbabwe Human Development Reports (ZHDRs), engaging in public dialogue and policy advocacy. The PRFT continues to play this critical role in a responsive and evolving manner. The process of evolving involves learning and adapting to the changing environment and this requires effective strategic planning. Strategic planning is essential for an organisation's continued existence, maximising impact and meeting of founding objectives, vision and mission as reflective of the operating social political economic and technological contexts.

#### **3.1 The Strategic Plan Review**

PRFT held a review of the current strategic planning on the 8<sup>th</sup> of February 2017 with the intention of further refining the current 5 year plan (2014 – 2019). The organisation and its constituent elements conceded to the need for a plan that is practical, achievable and efficient, capable of guiding the organisation to the end of 2019. Coupled with these long-term intentions of the plan, the organisation remains eager to address internal issues such as resource mobilization and relevance to all stakeholders, especially local communities and ensuring adaptability and responsiveness to the changing political and socio-economic environment. Hence, there was consensus on the need for a revised strategic plan with specific attributes peculiar and particular to PRFT.

A review of the PRFT's current strategic plan revealed the following:

#### **Highlights of the last plan**

The PRFT continued to be run under the expert advice of the apex Board of Trustees. Under this guidance, The PRFT maintained the high standard of research and publication of

informative and credible material from its predecessor organisation the Poverty Reduction Forum. These programmes attracted new funding partners for the organisation.

Under the PRFT new Flagship; the **Poverty Watch**, examples of poverty research work and publications undertaken include the studies on *Socio-economic impact of dollarization of the economy*, *Impact of the import tariffs*, *Studies on urban and rural poverty*, and the *Basic Needs Basket (BNB)*. PRFT's work has been appreciated by actors in socioeconomic development. Its research work provides valuable context reading for development practitioners and researchers. The BNB project has since grown to reflect positive community engagement through public awareness and advocacy training at the community level.

Funding partners have also appreciated PRFT's contribution to poverty reduction. On the onset of this strategic period PRFT successfully moved from two funding partners in 2013 to a three partners in 2016, with two of the partners entering into five-year-agreements with the organization. The potential to increase still exists.

PRFT was also able to gain further institutional recognition from policy makers as it continued to be consulted by key ministries for example Ministries of macro economic Planning and Investment Promotion, Public Service, Labour and Social Welfare and Ministry of Finance. It has also widened the scope of its stakeholders during this period and now works effectively with both a top-down approach and a bottom-up approach.

Regardless of several challenges, PRFT has been able to continue building its institution and maintained sound financial systems and practice. The challenge of communication has begun to be addressed with more information being made available to the public on the work of PRFT through the use of media platforms such as facebook, Twitter and the PRFT website. However there is still need to build on this by instituting both a communication and advocacy strategies.

The Strategic Plan is being implemented in a period characterized by political uncertainties mainly ZANU PF intra party fighting, a deteriorating economy and further social upheaval as the country also graces for another election in 2018. The country has witnessed marked exodus of Development partners some relocating to neighbouring countries as well as experiencing reduced budgets and pressures of their own in their countries. This has affected PRFT too in that budgets have also been greatly strained hence fewer possibilities for institutional growth. The PRFT observed that funding partners appeared interested in funding quick wins and research was not always viewed as one of them. In addition the PRFT also experienced the crowding out by international organizations which most local CSOs in the humanitarian sector are also experiencing.

Some of the challenges that PRFT would like to address in the ensuing period is to establish an institutional monitoring and evaluation (M&E) framework in order to improve tracking implementation of the strategy as improving the capacity to document key learnings. Such a framework will also enhance the culture of innovation. PRFT is currently heavily dependent on donor funding and mainly short-term support hence there is also need to develop a comprehensive resource mobilization strategy. The lack of sufficient resources has also led to shortages in staffing which are preventing PRFT from reaching its optimum levels.

The PRFT also found that although strategic partnerships add value to the organization, working in partnerships was constrained by the resultant competition for scarce resources. A

key lesson for the PRFT was that poverty is cross cutting and it was impossible for any single organization to do everything. The PRFT also learnt the need to be creative around alternative sources of funding. These included exploring partnerships with communities and other stakeholders for increased participatory research and value addition.

#### **4. Contextual Analysis**

In understanding the external environment, the organization conducted a political, economic, social, technological, environmental and legal assessment of Zimbabwe. The following presents an analysis of these factors.

##### **Political**

The uncertain political environment will persist with internal challenges to the major political parties expected before and after the 2018 elections. The lead-up to the elections is set to be riddled with social unrest and further economic decline as governance takes precedence even among development partners. There is hardly any progress in poverty reduction as the ministries do not work together. The contestation around elections and succession with the ruling party also creates difficulty for investors and possibilities for employment creation.

The polarization found among political parties spreads to civil society which makes it difficult to share a common analysis necessary for policy engagement. Coalition politics may be the next option for political leaders and this may present numerous other dynamics. Politically there is a lot of speculation and mistrust for official news channels.

Internationally, Zimbabwe has begun to re-engage the international community including attempting to normalize relations with the World Bank and the IMF. However the changes in politics in leading states like the United States, the United Kingdom and France provide uncertainty on political priorities of the new leaders.

##### **Economic**

The country has adopted its economic blueprint ZIMASSET (2015-2018) but has seen a liquidity crunch, closure of companies and a struggling banking sector. The country remains under limited sanctions or restrictive measures which restricts the investment into the country. Despite the introduction of a multi-currency system bringing some level of economic stabilization, this has not translated into productivity in almost all sectors from industry, agriculture and even mining. The country continues to witness high levels of policy inconsistencies and knee jack responses in the form of Statutory Instruments (SI 148/2015, SI 64/2016 and SI 20 of 2017) and the bond notes introduction in November 2016. These have direct bearing on livelihoods of people and continue to put the poor at risk of slipping into more poverty burden through rising Basic Needs price inflation<sup>4</sup>

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<sup>4</sup> Month-on-month inflation rate in December 2016 was 0,06%, gaining 0,04 percentage points on the November rate of 0,02% while the year-on-year inflation rate stood at -0,93%, gaining 0,16 percentage points on the November rate (Zimstat).



There is massive de-industrialization and informalization of the economy. This has resulted in mass unemployment and feminization of poverty. The indigenization and economic empowerment policies which had the potential to increase participation of people in the economy are not yielding those intended results. Mining is still a major contributor to the economy's growth, however, its contribution to service delivery and social development continues to be very minimal due to policy uncertainty, lack of social accountability, low local participation in promoting social accountability, degradation of the environment and fluctuation in commodity prices. The benefits of mining to poverty reduction are yet to be seen while corruption seems to be on the rise hence even the abundance of natural resources appears to be diminished by looting. The Government's decision to shut down all Marange diamond mining companies and the subsequent policy move to nationalize all diamond activities against the background of shrinking capital base further presents more challenges to potential economic revival and poverty reduction. The deterioration of infrastructure and particularly roads and buildings (even though there has been a rise in construction especially homes) is symptomatic of the ailing economy.

With limited opportunities at home and struggling economies at major diaspora stations for Zimbabweans such as South Africa and England, remittances have however continued to be a significant part of the economy. Zimbabweans continue to provide cheap labour across borders and the informal cross border trader remains an essential cog in our economics.

Zimbabwe has now re-engaged with the International Financial Institutions (IFIs) and international community. In June 2013 the government adopted the IMF Staff Monitored Program and several assessments have been made to date. In October 2015 the government also presented to its creditors an Arrears Clearance Road Map in Lima, Peru which they adopted. As part of this re-engagement agenda, the government, through the Ministry of Finance and with financial support from the World Bank among others, has developed an Interim Poverty Reduction Strategy Paper (I-PRSP).

At regional level Zimbabwe is a member of the AU, COMESA and SADC which are pushing a regional integration agenda. The impacts of the global recession, the Euro zone crisis, the refugee crises and the Syria situation has diverted attention and resources away from Africa where Zimbabwe was already not a priority.

## **Social**

The introduction of the multi-currency regime resulted in communities losing assets through barter trade as they have no access to the foreign currencies. However the disintegration of social services which had halted has begun again with health, education and social services all deteriorating.

In the Health sector there are signs of revival but these have not impacted on major health indicators such as maternal mortality rate which rose from 283 per 100,000 live births in 1994; 725 *per 100,000 live births in 2007 which is among the highest in the world*<sup>5</sup>. However progress has been made in the fight against HIV and AIDS. Prevalence rates have

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<sup>5</sup> <http://www.undp.org.zw/millennium-development-goals/goal-five-maternal-health>

declined to 14.9 percent from 25 percent in 2003, 20 percent in 2005, 18 percent in 2005/06 and 16 percent in 2007.<sup>6</sup> This is a result of resources from the Global Fund and the National AIDS Levy. According to figures from the Ministry of Health 1.3 million people are living with HIV/AIDS with females constituting 54 percent<sup>7</sup>.

At community level Zimbabwe has seen the erosion of the social fabric with families being separated by the search for economic opportunities outside Zimbabwe. This has resulted in high levels of divorce, increasing number of vulnerable children. Having high literacy levels has meant that there has been a growing diaspora community in neighbouring countries and overseas. The growing “youth wave” also means a large active but unoccupied demographic. Displacements due to mining activities have also been witnessed. The deterioration in the economy has increased social strife with increased cases of sexual abuse, drug abuse, increased vulnerability of youths, women and the girl child. Cases of rape and sexual violence are on the increase reportedly from institutions that are supposed to provide safety nets such as the family and religious settings.

With regard to housing a new trend has also been witnessed whereby most new housing developments are in the hands of private developers including housing cooperatives.

A disturbing trend is the rise in religious fundamentalism, spiritualism with people increasingly believing in miracles and myths rather than hard work. This is evidenced by the sprouting up of many new churches.

## **Technology**

Zimbabwe has experienced a rise in technology particularly with communication technology as can be seen through increased internet use and accessibility. There is a rapid diffusion of ICTs even to the most remote parts of the country with low cost mobile phones, usage of social media platforms such as Facebook, Twitter, YouTube and others. The country has achieved 96% mobile phone penetration & 50.1% Internet penetration. The media landscape in Zimbabwe includes dozens of licensed publications, Provincial community newspapers, Public broadcasting stations TV and 4 radios & private players and DSTV/ free-to-air satellite TV. However, Zimbabwe remains in the top 3 African countries with high cost of mobile data and is characterized by low internet literacy in marginalised and rural communities

A new phenomenon which will have a negative impact on the few jobs left is the introduction of ICT platforms for production and retail. The explosion of mobile media use has had positive and negative effects with private affairs being aired on mobile phones as well as critical information of political and economic importance being shared. In some cases abuse of social media platforms has been witnessed as well as leading to an erosion of the social fibre and cultural values. This has resulted in an interest by government to monitor and control the new media platforms. Mobile technology has become an integral part of the banking sector as a result of the liquidity crunch. However there has been a reluctance to

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<sup>6</sup> <http://www.undp.org.zw/millennium-development-goals/goal-six-combat-hiv-aids>

<sup>7</sup> <http://www.undp.org.zw/millennium-development-goals/goal-six-combat-hiv-aids>

open up media to the private sector such as radio stations which seem to have been limited to state owned stations or those of “friends” of the state. On the other hand there have been improvement in terms of electricity service at the domestic level due to the pre-paid system and there is greater use of solar energy and other forms of renewable energy.

## **Legal**

In 2013 Zimbabwe adopted a new Constitution drawn up by the Constitutional Parliamentary Committee (COPAC) with participation from all stakeholders. The constitution provides for gender equality as well as broader social, economic and children’s rights through the enhanced bill of rights.

In addition the new Constitution sets up Commissions on Anti Corruption, Elections, Media, Peace and Reconciliation and Gender. The new Constitution also introduces a Constitutional Court which already has been flooded by petitions.

Even though the new constitution is very progressive there has been slow re-alignment of the statutory laws to the constitution. Repressive laws which curtail citizen freedoms such as POSA and AIPPA are still in force and they contribute to the dis-enabling environment for citizens and civil society. There is also general concern that there persists a situation of selective application of the law.

## **Environmental**

Zimbabwe is beginning to see evidence of global warming particularly in relation to changes in climate and weather patterns. Despite the existence of a very clear and robust climate change adaptation strategy, its implementation still remains weak at the least. Climate change affects communities in various ways with inconsistent weather patterns threatening food security and livelihoods. Since most families rely on rain fed agriculture for production climate variability has virtually made farming a risky and unpredictable venture, farmers are failing to produce adequately for consumption and sale. Artisanal mining is rife and is often done in very dangerous conditions leading to death and environmental degradation.

Currently the country’s local authorities are battling with poor waste management whose impacts include diseases and further environmental hazards especially in mining and industrial areas. Many water bodies are contaminated and the capacity of local authorities to purify water is limited.

The environmental monitoring by the Environmental Management Agency (EMA) is poor and failing to regulate and or cope with increased mining activities and deforestation caused by the increased use of firewood for tobacco curing by the new farmers due to persistent power outages as well as their inability to afford the electricity. In addition there is destruction of wetlands as a result of construction in those areas. While laws exist to promote sustainable development, individuals and companies are frequently breaking the law. EMA has been fining institutions ranging from mining, agriculture, manufacturing, construction and even Local Authorities for polluting the environment even though pollution continues in some cases leading to a claim of selective application.

## STRATEGIC DIRECTION 2014-2019

The strategic plan was developed in a participatory manner involving, the PRFT staff, board members, funding partners and civil society partners representing organizations working with the poor.

### 4.1 Vision

A Zimbabwe free from poverty

### 4.2 Mission

To inform and influence policy towards poverty reduction and sustainable human development through research, advocacy and public dialogue.

### 4.3 Core Values

PRFT realizes that as a not-for-profit organisation, we rely on our core values to define the way we work and the ethics and principles we want to project. The following form the values that guide the institution:

**Dignity:** We view the world through the lens of personal dignity and confront poverty as an affront to dignity at personal, family, community and national level.

**Teamwork:** Providing support to one another, working co-operatively, respecting one another's views and making our work environment fun and enjoyable.

**Networking & Partnerships:** We recognizes the complex environment that we operate in and the vast number of players in the field and value 'networking' as a technique for learning, sharing and implementing. We seek to foster partnerships between the organisation and the communities we work with, with other related organisations and our supporters. In partnerships there is no dependency, there is interdependency.

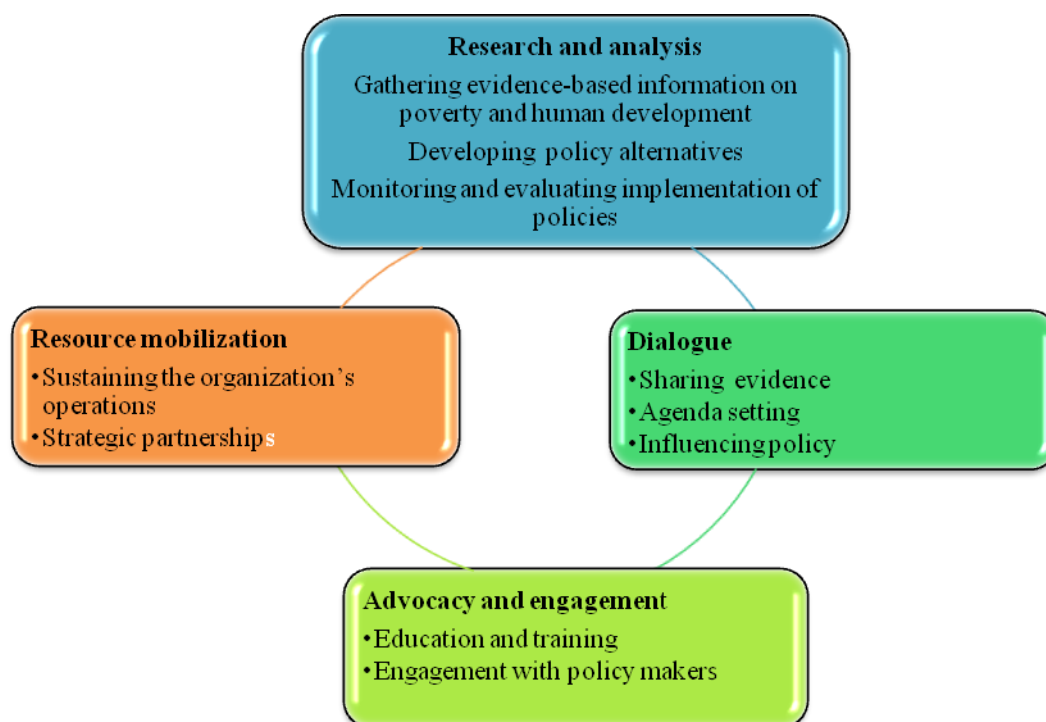
**Accountability:** We are committed to regularly evaluating the impact of its actions. We assume the responsibility of accounting for our actions to our beneficiaries and supporters

**Commitment:** Working with urgency and commitment to be successful from an individual and organizational perspective.

#### 4.4 Strategic Direction

The review of the plan coincided with the lead up to the 2018 elections and amidst the shrinking of the economy within an environment of cash shortages. This presents an opportunity for PRFT to strategically position itself to be able to effectively contribute towards offering alternatives aimed at cushioning the poor from further vulnerability. In order to achieve this, PRFT seeks to be well grounded in poverty issues through sound participatory research from the grassroot culminating in advocacy at the policy level.

PRFT will work in the following ways;



#### 4.5 Key result areas

The PRFT will pursue five key result areas in the next five years. These are

- Pro-poor policies informed by credible and reliable information on poverty
- Empowered communities and policy makers in tackling poverty and owning development process
- Pro-poor and sustainable human development put on national agenda and implemented.
- Critical mass of actors at different levels on the poverty agenda
- Communities empowered to demand accountability and transparency in the delivery of basic services
- Sustainability of the PRFT

It is with this in mind that PRFT takes the following strategic direction:

#### Goal

The overall goal of the strategic period can be identified as:

“Contributing towards the advancement and empowerment of citizens and decision /policy makers in combatting poverty in Zimbabwe.”

### **Strategic Objectives:**

To attain the overall strategic goal, this plan will aim to achieve the following strategic objectives:

#### **Strategic objective 1:**

**To contribute to improved awareness and implementation of the policy frameworks adopted by Zimbabwe that promote poverty reduction by 2019**

Strategic objective 1.1 – To provide platforms for engaging with policy formulation and implementation of policy frameworks relating to poverty reduction.

Approaches –

- To undertake periodic research papers.
- To coordinate dialogue on poverty and human development issues between Civil Society, government and development partners.
- To raise awareness and influence the implementation processes of development frameworks such as the Sustainable Development Goals and Poverty Reduction Strategy Papers.
- Working with the Media towards information dissemination.

Strategic objective 1.2 – To raise awareness on and provide platforms for engaging in sustainable development goals and other policy frameworks supporting poverty reduction.

Approaches –

- To run training programmes in the various communities and among leaders and decision-makers at various levels on sustainable development goals and poverty reduction policies.
- To prepare and distribute information, education and communication materials related to poverty reduction particularly on issues of and government responses to sustainable development goals.
- To work with parliament, media, relevant government authorities, UN bodies and local leaders to ensure the localization of the SDGs at local, sub-national and at the national level.
- To partner with various expert organisations on sustainable development goals, poverty reduction strategy papers, ZIMASSET and other policy frameworks in order to build PRFT’s capacity to engage these frameworks.

#### **Strategic objective 2:**

**To contribute to the empowerment of communities towards improving their socio-economic conditions through building their capacity to engage policy frameworks on poverty related issues by 2019**

Strategic objective 2.1 – To engage and partner with local communities to establish accurate data that can inform policy formulation

Approaches –

- To conduct informative surveys that can establish benchmarks for poverty at a local level such as the Basic Needs Basket programme
- To conduct research with strong local- based advocacy focus on poverty.
- To prepare and distribute information, education and communication materials related to poverty reduction at the local level

Strategic objective 2.2 – To build capacity of local communities to advocate for better socio-economic conditions and hold their leaders accountable on poverty related issues.

Approaches –

- To provide training programmes in the various communities on policy advocacy at the local level on poverty related issues.
- To partner with other stakeholders and corporates to identify practical approaches to addressing household poverty
- To monitor and support local authorities in their implementation of policies such as the SDGs, PRSPs and ZIMASSET.

**Strategic objective 3:**

**To promote the development and growth of the institution of PRFT through enhanced organisational development and capacity development by 2019**

Strategic Objective 3.1 – To strengthen the institution of PRFT and build its capacity to be an effective, well-functioning, well-resourced organisation

Approaches –

- To build the capacity of staff and Board in areas that affect their effectiveness including knowledge of cross-cutting areas, resource mobilization and use of communication tools.
- To develop and implement an institutional Monitoring and Evaluation framework for the strategic period as well as build the capacity of staff in evaluation to ensure innovation, effectiveness and improve impact reporting
- To establish and implement a resource mobilization strategy which addresses the long term sustainability of PRFT

Strategic objective 3.2 – To promote the branding, effectiveness and efficiency of PRFT as an institution.

#### Approaches –

- To facilitate relevant and key partnerships towards PRFT's effectiveness including government, the private sector, etc.
- To build and implement a strong marketing and communications strategy in line with contemporary NGO strategies.

#### **Programmes**

The above strategic objectives identify the key areas that PRFT will be working in and the results that PRFT will seek to achieve over that period. In order to give life and an implementation context to these objectives, PRFT will develop programmes in line with those strategic areas based on available resources.



## Strategic Plan Results Framework

STRATEGIC OBJECTIVE / AREA	ANTICIPATED RESULTS	ACTIVITIES	OUTPUTS
1.To contribute to improved awareness and implementation of the policy frameworks adopted by Zimbabwe that promote poverty reduction ( <b>Engagement and Social accountability International Development Policy and Frameworks</b> )	<ul style="list-style-type: none"> <li>- Critical awareness and engagement on SDGs and other policy frameworks ( Critical mass of actors at different levels ( ie communities, CSOs, parliamentarians and development partners )</li> <li>- Improved/ enhanced capacity for civil society to effectively participate and demand accountability within SDGs, PRSPs and other policy frameworks</li> <li>- Wide recognition and acceptance of PRFT led Reference Group's work on SDGs and PRSPs at local, national, regional and international level</li> </ul>	<ul style="list-style-type: none"> <li>- Developing popular multi- media tools ( e.g social media/ broad cast voices of the poor and marginalized translated into strong arguments and advocacy messages on SDGs )</li> <li>- Development of IEC material for distribution</li> <li>- Conducting public dialogues SDGs ( e.g Radio phone-in programs)</li> <li>- Coordination of the CSOs Reference Group on High level Panel Forum HLPF) and producing CSOs Reference Group's positions)</li> <li>- Undertaking periodic research on policy frameworks (SDGs, PRSPs, ZimAsset e.t.c)</li> <li>- Participation in government-led SDGs meetings/processes/ consultations locally, nationally, regionally and internationally ( e.g High Level Political Forum)</li> <li>- Quarterly engagement meetings with the Parliament Portfolio Committee on SDGs</li> <li>- Holding civic education, community sensitization dialogues on SDGs</li> <li>- Engagement with the government SDGs</li> </ul>	<ul style="list-style-type: none"> <li>- Simplified IEC materials and social media dissemination tools ( audio and video) in different languages including minority languages</li> <li>- One shadow progress report produced by the CSOs Reference Group on SDGs</li> <li>- Social media electronic platforms used by communities for feedbacks</li> <li>- Policy studies/ Policy briefs and press statements publication</li> <li>- Sustainable social media platforms for engagement on SDGs and poverty reduction</li> <li>- Structured and visible platform for CSOs to engage on development frameworks</li> <li>- More Journalist articles on SDGs demonstrating strong SDGs policy analysis and Social Accountability in SDGs</li> </ul>

	<ul style="list-style-type: none"> <li>- PRFT and Reference' Group's positions on SDGs and I-PRSP is put on government's policy</li> </ul>	<p>cluster Committees.</p> <ul style="list-style-type: none"> <li>- Quarterly engagement meetings with the media (journalists)</li> <li>- Production of annual shadow progress report on SDGs implementation in Zimbabwe ( e.g VNR / HLPF )</li> <li>- Working with media and promote visibility and uptake of PRFT and Reference's Group 's work</li> <li>- Working with Parliamentarians, local leadership, relevant government authorities, and conduct sensitization / capacity building on SDGs localization</li> <li>- Developing effective partnerships with regional and international development ( UN Bodies ) organizations working on SDGs, PRSPs, Poverty eradication</li> <li>- Engaging in Budget tracking for purposes of ensuring government expenditure prioritizes poverty reduction interventions.</li> </ul>	
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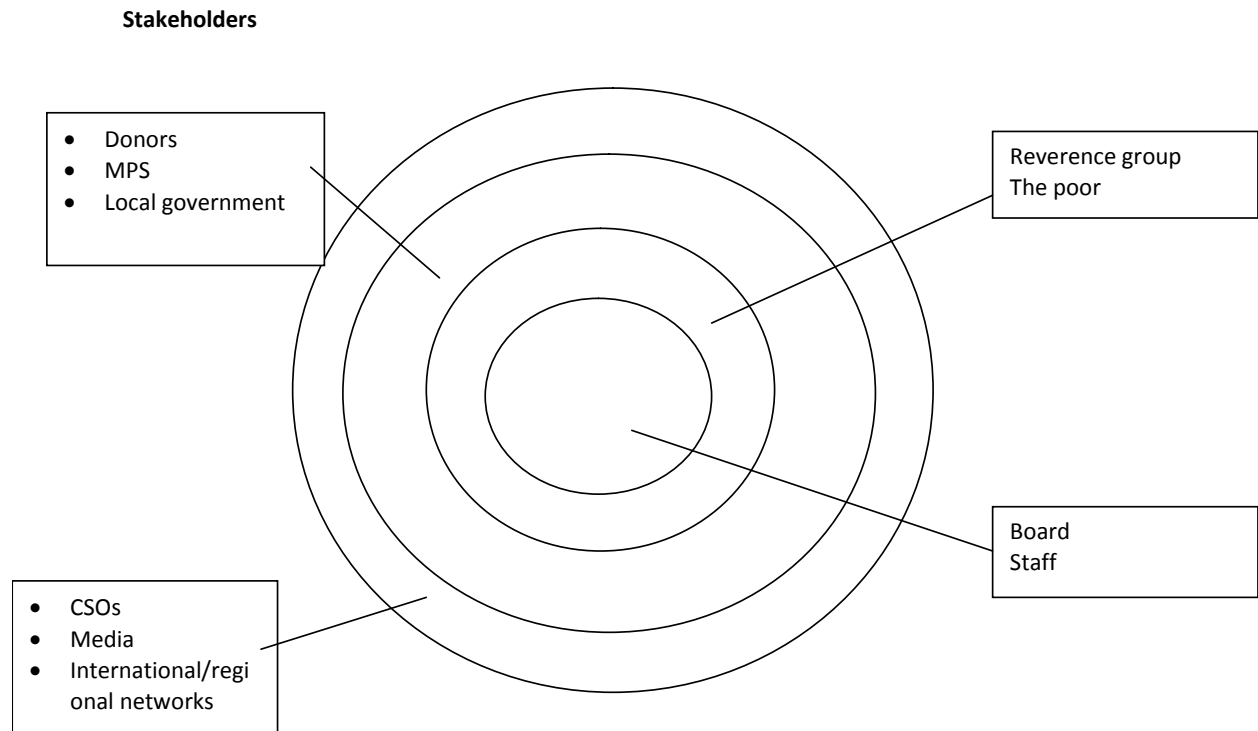
<p>2.</p> <p>To contribute to the empowerment of communities/ decision makers towards improving their socio-economic conditions through building their capacity to engage policy frameworks on poverty related issues ( <b>Community Empowerment</b> )</p>	<ul style="list-style-type: none"> <li>- Empowered communities/ public/ parliamentarians who can demand accountability from their duty bearers.</li> <li>- Adoption of a best practices on social accountability framework on SDGs within local and local CSOs and government institutions</li> <li>- National Budgets are responsive to SDGs</li> <li>- Economic and Social Policies that maximizes on poverty reduction impact within resource constrained settings are established</li> <li>- Review of policies and legislation in Zimbabwe reflects SDGs lens</li> <li>- Participatory citizen monitoring and bottom up accountability in</li> </ul>	<ul style="list-style-type: none"> <li>- Creating partnerships with parliament and other government ministries</li> <li>- Training of communities/ local leadership , local authorities, media / journalists / parliamentarians on best practices on social accountability to monitor implementation of SDGs and other development frameworks such as ZimAsset and PRSPs</li> <li>- Developing social accountability tools for SDGs and PRSPS</li> <li>- Conducting informative BNB surveys to generate useful poverty and social statistics using a targeted approach ( e.g producing living wages/ PDL data for mining sector, artisanal miners, farm workers and minority groups, economic burden for disabled surveys )</li> <li>- Developing impact policy studies (e.g Evaluating the impact of legislation and SDGs implementation)</li> <li>- Conduct strong and demand driven policy researches with strong advocacy on poverty reduction ( e.g scientific and literature review studies on Economic transformation and inclusivity, developing pro poor models for different primary sectors of the economy ( Agriculture, Tourism e.t.c)</li> <li>- Training programmes on practical poverty reduction policies and strategies at local and</li> </ul>	<ul style="list-style-type: none"> <li>- Production and publication of training material on SDG focused Social Accountability for CSOs, government and media</li> <li>- Analysis of key policy and legislation in line with SDGs carried out</li> <li>- Sensitization on social accountability tools in SDGs framework by the MPs, and CSOs</li> <li>-Identification of gaps in key policies on SDGs framework</li> <li>- Policy studies</li> <li>- Social Statistics on disaggregated PDL,</li> </ul>
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	SDGs implementation	<p>national level</p> <ul style="list-style-type: none"> <li>- Interactive Radio Programmes with MPs, CSOs and government officials</li> <li>- Engagement Parliamentarians on review of policy and legislation related to SDGs</li> <li>- Developing and distributing IEC materials related to poverty reduction at local level</li> <li>- Developing partnerships with corporates to identify practical approach to address household poverty</li> <li>- Budget tracking through the SDGs Reference Group</li> </ul>	
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<p>3.To promote the development and growth of the institution of PRFT through enhanced organisational development and capacity development <b>(Resource Mobilisation and Institutional Growth)</b></p>	<p>-New funding partners and sustainability of PRFT</p>	<ul style="list-style-type: none"> <li>- Developing and implementation of an institutional Monitoring and Evaluation framework</li> <li>- Capacity building of staff on Monitoring, Evaluation and Learning, resource mobilization and communication tools</li> <li>-Develop resource mobilization and fundraising strategy for PRFT</li> <li>-Explore local fundraising</li> <li>-Developing staff development programme</li> <li>-Explore strategic partnerships with local authorities and government and the private Sector</li> <li>-Set up a consulting arm of PRFT to support the organization</li> <li>-Rolling out internship programme to target new skills and innovation</li> </ul>	<ul style="list-style-type: none"> <li>- Innovative tools on reporting impact are established and adopted within the institution</li> <li>- Development and adoption of communication strategy tools developed</li> <li>- Organizational rebranding and learning</li> <li>-Institutional Monitoring and Evaluation system</li> <li>-Staff retention</li> <li>-Sale of services and expertise</li> </ul>
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#### 4 Stakeholder Analysis

The PRFT works with a variety of stakeholder starting with the poor themselves to the policy makers who can create conditions necessary for poverty reduction. The PRFT also realizes that to be successful there is need to create partnerships with other institutions so as to create a critical mass of actors who pursue the poverty agenda at all levels. Below is an analysis of the PRFT's stakeholders.

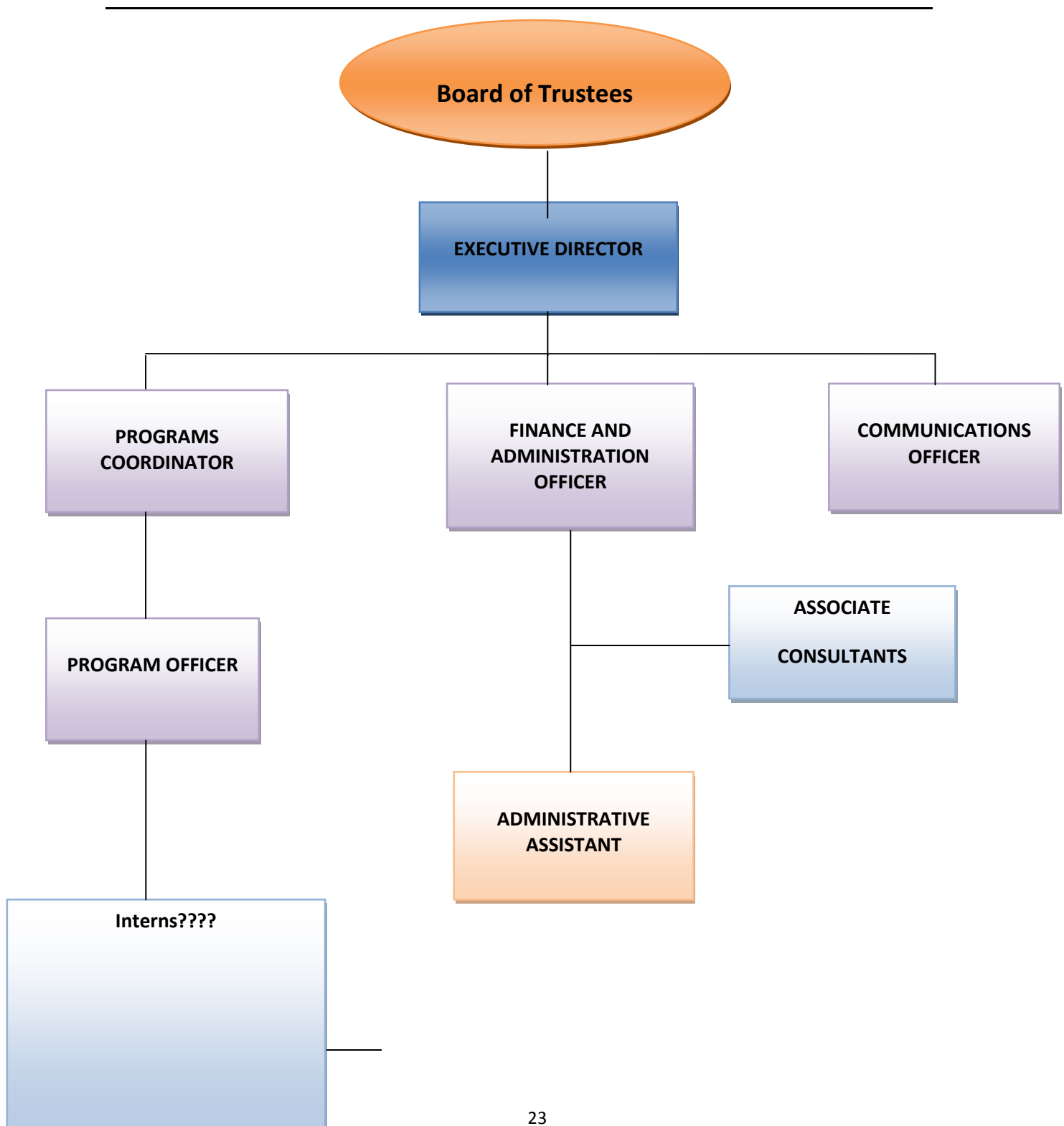


Appendix 2: Presents the list of Stakeholders with greater detail

## 5 Governance

At the apex of PRFT is a diverse group of renowned experts from diverse backgrounds including labour, economics, academic, law and development.<sup>8</sup> The Reference Group, made up of key civil society players in poverty and human development issues, acts as a bouncing board and conduit for PRFT research and advocacy work.

### PRFT ORGANOGRAM



## **7. SWOT Analysis**

### **Strengths**

- Track record in the poverty reduction research and advocacy through extensive work on The Zimbabwe Human Development Reports (ZHDRs).
- Highly skilled and diverse board of Trustees.
- Relevant and timely core focus on poverty
- Network of diverse stakeholders
- Staff commitment

### **Weaknesses**

- Limited resources – vehicles, equipment, staff, office space
- Weak institutional support
- Limited and undiversified funding (short term funding)
- Lack of institutional M&E
- Lack of Resource Mobilization Strategy

### **Opportunities**

- Possibility to fundraise in consortiums
- Availability of new research and information from other countries
- Harmonization and alignment of programming on poverty issues at international, regional and local levels (SDGs and post SDG frameworks )
- International and regional knowledge base on pro-poor frameworks
- The scope to policy engagement has widened from MDGs to SDGs, PRSPs
- Increased visibility of PRFT through SDG commitments
- Expanded bill of rights in the new Constitution
- Scope for research in poverty-related issues is always there

### **Threats**

- Donor fatigue after 2015 (MDGs)
- Donor priorities and agenda setting is less predictable (e.g. USA position on UN funding)
- local CSOs are being crowded out by international NGOs
- Global economic recession
- Political Polarization and Political Uncertainty around 2018 Elections
- Shrinking operating space for civil society organisations



## 8. Analysis of Risks

<b>Risk</b>	<b>Severity</b>	<b>Mitigating factors</b>
Sustainability due to funding drying up	Medium	Explore alternatives , Develop partnerships with local authorities and private sector
Political – access to communities	High in election time only	Develop alternative communication products
Access to information – resistance	Medium	Use alternative sources e.g UN Agencies
Delayed funding	Medium	Implementation of activities which does not require huge financial obligations

## **9. Planning, Monitoring And Evaluation**

PRFT will develop a planning, monitoring and evaluation framework which shall be the basis of implementing the strategic plan. Due to the broadening of the strategic plan at the mid-term review there is need to plan effectively and implement efficiently with clear guidelines meant to enhance productivity, learning and reporting. The following will form the basis of the framework.

### **9.1 Periodic Planning**

Periodic planning of activities shall be done to operationalise the Strategic Plan as follows:

- Annual implementation plan shall be produced.
- Quarterly plans shall be produced to operationalise the annual implementation plans.

### **9.2 Periodic Reporting**

Annual, half yearly and quarterly progress reports shall be produced to track the progress of the annual and quarterly plans.

### **9.3 Monitoring and Evaluation**

PRFT shall undertake a Baseline Study to establish the current situation in the strategic areas of the Strategic Plan. The findings of the Baseline Study shall be used as a basis for determining the targets, outputs and outcomes for the various activities and interventions on each thematic focus area in the Strategic Plan. PRFT shall also develop a systematic monitoring and evaluation framework that shall outline the monitoring and evaluation indicators and targets at output, outcome and impact levels; the sources of information; and the targets to be used to ascertain whether all the interventions are bearing fruits, the progress in the implementation of the Strategic Plan, and the impact of the programmes, projects and activities in the Strategic Plan.

#### **• Monitoring**

The monitoring process shall be participatory, involving all key stakeholders where feasible. It shall involve systematic data collection and documentation on the progress in various thematic areas and an assessment of this information to determine progress. The monitoring process will be based on an assessment of PRFT interventions at the levels of Outputs, Outcomes and Impact.

The monitoring shall be done through periodic reports, review meetings both at organizational and partner level. The monitoring framework shall also seek to address accountability requirements at three levels as follows:

- i. Upward accountability to the Government and development partners.
- ii. Horizontal accountability to the Board, management and staff of PRFT, partners and likeminded organizations.
- iii. Downward accountability to communities and expected beneficiaries.

- **Evaluation**

Evaluation is an integral part of good programme management and as a tool for learning and accountability. Evaluation shall assess the achievement of the goal and objectives based on the following principles:

- i. Evaluation shall aim at improving the programme planning and delivery and shall contribute to decision-making and strategy formulation at Board, management and staff level.
- ii. Evaluations shall be designed to lead to action and therefore evaluations shall produce relevant, useful and action-oriented findings.
- iii. Evaluations shall ensure the participation of staff members, partners and other relevant stakeholders to promote acceptance and utilisation of evaluation results.
- iv. Internal capacity building will be necessary to improve the institution ability to conduct evaluation and strengthen staff's performance and implementation of the strategy plan.

Independent external evaluations will be done at the end of the Strategic period. The evaluations shall aim at establishing the impact of the Strategic Plan; logic of the programmes implemented in the Strategic Plan to ensure that it is relevant to the development needs of Zimbabwe; and contribution of PRFT towards reducing poverty.

## **10. Sustainability**

PRFT realizes the global economic crisis and changes in donor preferences are increasingly affecting the availability and flow of donor funds. PRFT shall therefore put into place mechanisms and strategies for sustainability of its activities. It shall strive to develop a sound institutional base, a strong programmatic approach and a sound financial base for sustainability. The following shall be the main areas of focus to ensure PRFT sustainability:

### **10.1 Institutional Level.**

PRFT shall ensure internal systems, structures and a work culture that promotes strong leadership and commitment from all staff members to the organizational vision and mission. It shall also enhance an environment that shall foster a positive organizational image and a sense of ownership for the services of PRFT by staff at all levels. The Board of Trustees and Management shall continue to ensure there are strategies that steer the organization towards becoming self-reliant and gradually reducing its over-dependence on donors and development partners including a substantive resource mobilization strategy. PRFT shall strengthen systems and structures that shall attract, develop and retain competent and highly motivated staff members in line with the requirements of the Strategic Plan.

### **10.2 Programme Level**

PRFT shall design, implement, monitor and evaluate its programmes with full participation of partners and stakeholders in order to ensure relevance, ownership and continuity of the programmes and activities. PRFT shall also ensure transparency and accountability in the use of resources entrusted to it, and shall ensure efficiency in delivery of programmes and projects.

### **10.3 Financial Level**

PRFT shall strengthen systems and structures for generating and managing adequate resources. To instil donor and other stakeholders' confidence and public trust, PRFT shall review systems and procedures to ensure they provide clear and timely accounts of its financial position, embark on cost recovery through services provided to partners and other civil society organizations, and generate income through consultancy services, provision of expertise and materials on poverty reduction to likeminded organizations. PRFT shall also leverage its resources – qualified, experienced and knowledgeable staff, linkage with country level partners, thematic expertise and research work – to attract resources and support from donors and development partners during the implementation of the Strategic Plan. PRFT shall develop a Resource Mobilization Strategy to guide mobilization of the required resources for its programme and administrative work.

## **11. Conclusion**

This plan seeks to consolidate the role of the PRFT as a generator of knowledge and policy alternatives for poverty reduction. It also sets the PRFT as platform for dialogue on poverty among many stakeholders in government, civil society and development partners. These two come together to present the PRFT as an organization advocating for the poor, working together with them and providing them with the necessary skills and knowledge and networks to take action to end poverty in Zimbabwe and beyond.

### Appendix 1: List of PRFT Board Members

<b>Name of Board Member</b>	<b>Affiliation</b>	<b>Contact details</b>
Dr. Godfrey Kanyenze (Chairperson) <b>Male</b>	Director - The Labour and Economic Development Research Institute of Zimbabwe (LEDRIZ)	<a href="mailto:godfrey@ledriz.co.zw">godfrey@ledriz.co.zw</a> +263 4 308846
Dr. Donald P. Chimanikire (Trustee) <b>Male</b>	Senior Lecturer -University of Zimbabwe, Faculty of Social Studies	<a href="mailto:dpchimanikire@science.uz.ac.zw">dpchimanikire@science.uz.ac.zw</a> + 263(712 808 002)
Dr. Jesimen Chipika (Trustee) <b>Female</b>	Independent Economics Consultant	<a href="mailto:sjchip@africaonline.co.zw">sjchip@africaonline.co.zw</a> +263(772214579)
Mr. Charles Mutasa (Trustee) <b>Male</b>	–Development Specialist	<a href="mailto:cmutasa@gmail.com">cmutasa@gmail.com</a> +263(772415720)
<b>Ms.Dorcas Atukwa</b> (Trustee) <b>Female</b>	Labour Lawyer	

## Appendix 2: PRFT list of Stakeholders

Development Partners	Government	Staff & Board	Media	Suppliers	Corporates	Non Profits	Others
UN – Resident rep ILO UNWomen UNICEF UNDP World Bank CAFOD OSISA Christian Aid Danish Church Aid Southern Africa Trust IDRC Dutch Embassy We Effect Action Aid, Oxfam PACT GIZ DFID Diakonia	Ministry of Macro- Economic Ministry of Public Service Ministry of Agriculture Ministry of Finance Ministry of Local Government Office of the President Reserve Bank of Zim ZIMSTATS Nutrition Council of Zimbabwe ZIMVAC	Staff  Board Skills: Economics & Development Political Economics Institutional Memory Labour law Monitoring & Evaluation	Newsday Standard Star FM Sports FM Radio VOP Herald Social Media Individual Journalists	Hotels Croco Motors Publishers & Printers Consultants AIPAD Trust REDDAN City Council	BancABC MBCA SETA Econet TelOne YoAfrica ZESA Reddan	ZIMCODD ZELA YETT LEDRIZ NANGO Sight Savers CWGH SAPST Women's Coalition ZWRCN ZHLR HIFC MPOI AFRODAD African Union University of Zimbabwe NUST Resident's Association	Councillors Traditional Leaders District Administrators Zimbabwe Republic Police