

BASILWIZI TRUST

Sustainable Development Support for a Poverty Free Zambezi Valley

STRATEGIC PLAN

2010 - 2015

FOREWORD

This strategic plan, whose theme is *Sustainable Development Support for a Poverty Free Zambezi Valley*, will guide Basilwizi stakeholders – Board, staff, partners and benefiting communities during the next five years (2010 – 2015) in the promotion of sustainable livelihoods in the Zambezi valley by addressing root causes of chronic poverty and disaster risks.

Sustainable livelihoods, HIV and AIDS, inclusion of marginalised groups in the development process and outcomes, gender equity and education within the context of rights-based approaches are central to the realisation of a poverty free Zambezi valley. Improved community organisation, participation and involvement in decision-making processes are crucial premises for building sustainable well-being and resilience to poverty and disaster risks in the Zambezi valley.

I would like to call upon all the stakeholders to join me in our endeavours to realise this ambitious plan as we journey towards a poverty free Zambezi valley. This plan is not a blueprint but a guide which we will continuously review to take into account the ever changing environments.

Basilwizi Board Chairman

Dickson Mundia

ACKNOWLEDGEMENTS

This strategic plan is a product of over three years work by Basilwizi stakeholders. We would to thank Board Members, staff, volunteers, partners and Zambezi valley communities who participated in this strategic plan process. We are grateful, particularly to the Basilwizi Director and his team: Frank Mudimba, Maxwell Munenge, Danisa Mudimba and Shadreck Ndlovu. We would also like to acknowledge Mr. Gosbert Stansilus Katunzi's, the former MS Zimbabwe Development Worker seconded to Basilwizi who made an outstanding contribution towards the development of this strategic plan. We would also like to thank Board Members for their sustained interest and guidance in the strategic plan process, particularly Dickson Mundia, Fanuel Cumanzala, Isaac Mumpande, Boniface Mutale and Bernard Manyena. We are also thankful to MS Zimbabwe for the financial support in the process. We would also like to thank our partners, Northumbria University Disaster and Development Centre, Save the Children (UK), Hwange, Binga, Gokwe North and Nyaminyami Rural District Councils, Ministry of Local Government, traditional chiefs, councillors and other government ministries. This strategic plan would not have been possible without the participation of the target communities. We would like to thank members of the communities who preferred to attend Basilwizi consultation meetings, workshops and reviews instead of attending to their household activities.

EXECUTIVE SUMMARY

Sustainable Development Support for a Poverty Free Zambezi Valley is the theme of Basilwizi's Strategic Plan for the period 2010-2015 (hereinafter referred to as the 'plan'). The use of the term 'support' reflects Basilwizi's philosophy and belief that development interventions should support locally identified 'felt' needs, thereby incorporating local knowledge and wisdom, and building on existing resilience passed on through generations. This plan, therefore, responds and supports the demand to reduce chronic poverty and disaster risk in the Zambezi valley. Ninety percent of the population in the Zambezi valley are chronically poor and require humanitarian aid every year (Save the Children UK, 2001). The poverty and vulnerability risks are blamed on a complex reinforcing interaction of historical, political and economic and social marginalisation of the people of the Zambezi valley. Yet, these variables are dynamic and sometimes hard to predict with certainty considering the fast and ever-changing nature of risks. Similarly, development is a dynamic field, which is always in transition, as a way of responding to emergent needs and expectations of communities, statutory bodies, government and partners. As a community-needs driven organisation, Basilwizi undertook consultations with stakeholders to appropriately respond to these needs and changes. On the basis of the consultations, Basilwizi envisions improved well-being in the Zambezi valley, where poverty has been eradicated and communities are in control of their development process and outcomes. A Sustainable people driven socio-economic Development in the Zambezi Valley is guided by participatory strategies, which centre on addressing root causes of poverty, rights-based approaches, collaboration and partnerships, results-based planning and institutional capacity development. These strategies are supported by four (4) core thematic areas which are Advocacy, education and culture support, Health and livelihoods. This plan is neither a blueprint nor exhaustive. It is a guide and might need updating from time to time to incorporate changes in the operating environments such as changes in community needs, legislative policies, shifts in development paradigms, funding regimes and nature of risks.

ABBREVIATIONS

CADEC	:	Catholic Development Commission
CBO	:	Community Based Organisation
CCMT	:	Centre for Conflict Management and Transformation
CSO	:	Civil Society Organisation
DDC	:	Disaster and Development Centre
DFID	:	Department for International development
ESAP	:	Economic Structural Adjustment Programme
EU	:	European Union
HBC	:	Home Based Care
IMF	:	International monetary fund
KMTC	:	Kulima Mbobumi Training Centre
KLCMP:	:	Kariba Lakeshore Combination Master plan
MDGs	:	Millennium Development Goals
NAP	:	National Action Plan
NGO	:	Non Governmental Organisation
NHRF	:	Norwegian Human Rights Fund
OVC	:	Orphans and Vulnerable Children
PASS	:	Poverty Assessment study
RDC	:	Rural District Council
SCUK	:	Save the Children United Kingdom
SDC	:	School development committee
TCPL	:	Total consumption poverty line
TOLACO	:	Tonga language committee
UN	:	United Nations
UNICEF	:	United Nations International Children's Education Fund
UNESCO	:	United Nations education and scientific organisation
VIDCO	:	Village Development Committee
WAAC	:	Ward Aids Action Committee
WADCO	:	Ward development Committee
WASN	:	Women Aids Support network
WCD	:	World commission on Dams
WCPC	:	Ward child protection committee
ZPH	:	Zimbabwe Publishing House
ZVAP	:	Zambezi Valley Advocacy project

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1. INTRODUCTION

Basilwizi has been operating and working with the Zambezi valley communities since the year 2002. In the last eight years, there has been a gradual increase in the community demand for Basilwizi programmes, particularly those related to practical needs such as livelihoods, HIV and AIDS, income generation and education. Yet, some of these are symptoms of underlying problems of poverty or ineffective development programmes. Basilwizi has learnt over the past eight years that the root causes of poverty and vulnerability risks are a result of a complex and reinforcing interaction of historical, political, economic and social marginalisation of the people of the Zambezi valley. More so, these variables are dynamic and sometimes hard to predict with certainty considering the fast and ever-changing nature of risks. A strategic plan is therefore necessary to appropriately guide Basilwizi to navigate through these complex variables as it pursues its ambitious dream of building a poverty free Zambezi valley. Such a plan can provide a general direction rather than relying on ad hoc, year-by-year fixed objectives. It can assist Basilwizi to successfully position itself in meeting the demands from its key stakeholders: communities; Board members; staff; partners; and funding streams.

This document presents the strategic plan for Basilwizi Trust for the period 2010-2014. It outlines the methodology, vision, mission, strategic objectives, programme thematic areas, implementation strategy and the resources that will be required to achieve the set goals. The reason for adopting a longer strategy time horizon of five years is based on the assumption that Basilwizi will perform better than having a yearly basis strategic plan. The five-year strategic plan will guide Basilwizi in a way that will enable it to adapt to future changes in its operational environment.

2. METHODOLOGY

This strategic plan is a culmination of Basilwizi's consultation spanning over three years. There are four major strands to it. First was the secondary data which was collected from reports such as Save the Children (UK) Household Economy Assessments, Kariba Lakeshore Combination Master Plan, Basilwizi Reports, books and journal articles. Secondly, this plan is informed by the findings of Basilwizi's baseline survey of 2005 which sought to establish the strategic and practical needs of the Zambezi valley communities. The study participants included households and key informants. More than 200 heads of households were involved in the questionnaire survey. A total of 35 key informants participated in the study, and these were drawn from traditional leadership, District Administrators (DAs), Chief Executive Officers (CEOs) of the Rural District Councils (RDC), heads of government departments in the districts, Non-Governmental Organizations (NGOs), heads of institutions operating in the districts like Churches, Schools and Hospitals. The traditional leadership comprising the Chiefs, Headmen and Village Heads provided very valuable information, particularly on cultural issues and problems encountered by their subjects. Thirdly, the strategic plan is also informed by stakeholder consultative meetings which include annual reviews and training workshops. The stakeholders' consultative forum conducted in Binga in November 2008, involved Basilwizi staff, Board Members, chiefs, councillors, Members of Parliament, CEOs

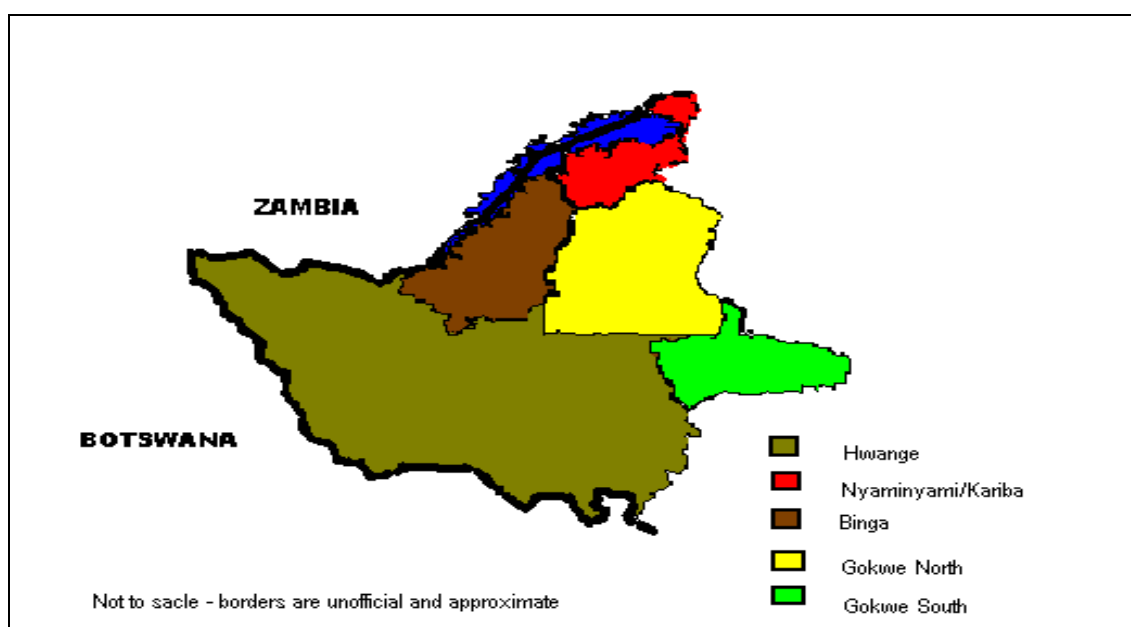
and general members of the community. Fourthly, the Board-Staff retreats did not only contribute to the strategic plan process but also operationalised by reflecting on their own needs and also bringing various strands together into a coherent plan. The strategic objectives, thematic areas and activities are a result of this consultative process.

3. SITUATION ANALYSIS

3.1 National context

Before examining the background of Zambezi valley, it might be useful to describe the general overview of the disaster situation in Zimbabwe. Fig. 1 shows the location of Basilwizi's operational area of the Zambezi valley. Zimbabwe is located in Southern Africa with an estimated population of 11.6 million (CSO, 2002). It is a landlocked country bordered by South Africa and Botswana to the south, Namibia and Zambia to the northwest and Mozambique to the east.

Figure 1: Basilwizi's Geographical Coverage



Zimbabwe is one of poorest countries in the world and ranks 151 out of 177 countries in the human development index (UNDP, 2008). In 2006, the life expectancy stood at 35.5 (WHO, 2006) with about half the population surviving on less than US\$1 a day (UNDP, 2006). It is estimated about 1.6 million of the population are living with HIV and AIDS (CSO, 2006). The socio-economic decline experienced for almost a decade, with unemployment rates at more than 70 percent and dwindling support for crucial social services such as health and education has increased the vulnerability of Zimbabwe to disasters of natural and anthropogenic origin. Similarly, disasters triggered by weather-related hazards such as droughts, floods and epidemics including cholera and malaria have increased in both magnitude and frequency. Between 1992 and 2008, 3,471 deaths were related to epidemics, while more than 13.5 million people were affected by drought between 1982 and 2008. Similarly, more than 300,000 people were affected by floods between 1982 and 2008.

Between late 2008 and mid-2009, there were 98,591 and 4,288 preventable cholera cases and deaths respectively in Zimbabwe. Adverse climatic conditions, coupled with multiple combinations of poverty, economic decline, political polarisation and the high prevalence of HIV and AIDS has resulted in preventable humanitarian crises.

3.2 Poverty and causative factors

Causes of poverty in Zimbabwe can be grouped into internal and external factors. Firstly, some of the major internal factors causing poverty in Zimbabwe include inconsistent economic and social policies, public sector mismanagement and corruption, the undermining of property rights and political violence and repression in the country. The poverty reduction strategies put in place during the early independence period failed to address the root causes of poverty. The Economic Social Adjustment Programme (ESAP) introduced in the 1990s worsened poverty. Removal of subsidies on social services resulted in increased costs for social services and reduced access to these services among Zimbabweans. The latest IMF, UN Rand the Zimbabwe Civil Society reports blame the slow progress in achieving Millennium Development Goals (MDGs) on a litany of problems. These include the weakening in the living standards and social indicators due to the decreasing real incomes and rising unemployment; increased food insecurity among the poor due to the persistent droughts and the contraction of agricultural production, which in turn is a result of the “fast track” land reform programme; a sharp decline in the quality of social services and infrastructure remarkably in education and health sectors mainly caused by lack of sufficient resources and the mass departure of professionals; the HIV/AIDS epidemic which has led to an obvious deterioration of the quality of life.

Secondly, the key external factors causing poverty in Zimbabwe include the persistent drought, the withdrawal of donor aid from the public sector following the contentious parliamentary and presidential elections in 2000 and 2002, the smart sanctions imposed by the European Union and the United States of America since 2000. The overall effect of sanctions has been to reduce the capacity of the economy to support its social and productive sectors mainly due to reduced levels for bilateral aid, foreign investment and aid and loss of trade opportunities as well as travel warnings against Zimbabwe by countries disgruntled by the situation prevailing in the country.

A combination of internal and external factors has resulted in the shrinking of the formal sector in the urban areas. This has also impacted negatively on rural livelihoods, which has also led to the growth of the informal sector which is predominantly occupied by women. The viability of projects in the micro and small to medium scale enterprises in which women are mostly engaged in, predominantly in rural areas, has been affected by poor infrastructure, the lack of access to microfinance services such as credit facilities and business skills training. Also one of the major problems has been lack of rewarding markets for the rural communities’ produce.

Women in the rural areas are more prone to poverty than their male counterparts although both men and women are affected by poverty. Women are constrained from participating effectively in the political and economic activities at the local and national levels

due to cultural barriers and gender stereotypes which lead to gender based roles. This bias together with high illiteracy rate among women tend to lessen their opportunities in the communalities and downgrade them to the domestic, subsistence and informal activities that are lowly paid and undervalued. Women in Zimbabwe are more vulnerable to poverty, food insecurity and HIV and AIDS due to their subordinate status which manifests itself in political, social, economic and cultural spheres. Gender relations and power dynamics in the households and communities tend to be governed by the male biased patriarchy system. The overall result of these dynamics is that women are likely to have fewer opportunities for accessing education, training, and extension services and for building their own capacities.

3.3 Contextualising poverty in the Zambezi Valley

Low social indicators in the generality of Zimbabwe are new. But these are not new in the Zambezi valley – they span across the colonial and post-colonial eras. The Tonga and Korekore of the remote Zambezi Valley are amongst the most marginalised ethnic groups in Zimbabwe, living in the poorest and least developed parts of the country. In 2006, for example, the ministry of economic planning and development rated Nyaminyami district number last (78) and Binga 71 compared to all other districts in Zimbabwe. Nyaminyami (Kariba Rural) has the lowest Human Development Index while Binga is the third lowest out of 78 Districts in Zimbabwe. They also have the lowest Gender Empowerment Measure. Empirical evidence from World Commission of Dams study (2000) and Save the Children (UK) Household Economy Assessments (2001 – 2005) also confirm that the resettlement areas continue to suffer from high levels of poverty, chronic water and food shortages, and lack the basic socio-economic services. Similarly, expenditure patterns show that very poor, poor and some middle households almost spend their entire annual income to purchase staple grain such as maize, sorghum and millet, without any savings and disposable income for small-scale investment. Ninety percent of the population in the Zambezi valley are chronically poor and require humanitarian aid every year (Save the Children UK, 2001).

Their predicament of the Tonga and Korekore is largely attributed to the involuntary displacement in 1957 to make way for the Kariba Dam. The Kariba Dam, constructed to provide hydro-electric power for the Federal Government of Rhodesia and Nyasaland¹, remains a scar of cruelty to the Zambezi valley communities. No compensation was made either at community level through provision of basic infrastructure and services or at household level for loss of entitlements, loss of livelihoods, disrupting social networks, lands and natural resources. Today the Kariba Dam is a lifeline of the Zimbabwean and Zambian economies. Yet the project has left a legacy of increased vulnerability, impoverishment amongst the displaced communities due to entitlement losses. The lives of the Tonga and Korekore since they were taken from their land, their shrines, and the graves of their ancestors, have been hard, painful, a struggle year in, year out, and from season to season. Today, more than fifty years after the ‘topocide’² or the deliberate annihilation of the Tonga

¹ The Federation of Rhodesia and Nyasaland was a semi-independent state in southern Africa that existed from 1953 to the end of 1963, which comprised Northern Rhodesia (Zambia), Southern Rhodesia (Zimbabwe) and Nyasaland (Malawi).

² Topocide refers to the destruction and deprivation of a place, which at the extreme maybe accompanied by losing much of what else matters to people and even by physical annihilation.

and Korekore territory, poverty and disaster risks have increased in both magnitude and frequency. The disaster risks range from chronic food insecurity, frequent preventable waterborne diseases outbreaks, HIV and AIDS to the anticipated and yet largely unknown impacts of climate change.

Exclusion and marginalization of these communities by the colonial and successive governments is the major root cause of the vulnerability of the Zambezi valley communities. Prohibitive legal and policy frameworks have been used to exclude the communities to access both internal and external resources to meet their basic needs. Lake-based industries and natural resources in the so-called Kariba National Park fall into the category. These business ventures exclusively serve national rather than local interests. Increased control and access by local groups to fishing rights, water resources and wildlife revenues remains one of the strategies for reducing chronic poverty and vulnerability in the Zambezi valley communities. Since the 1960s, affected communities in the Zambezi Valley made a number of initiatives to get redress without much success. Successive governments continued to pay lip service, while being practically indifferent to the grievances of the displaced people, treating them in the same manner as communities that remained undisturbed in their localities. The Sebungwe Regional Master Plan of the 1970s and the Lake Kariba Combination Master Plan of the 1990s by the colonial and post-colonial government respectively remain largely unimplemented to date. Spanning across three provinces, Matabeleland North, Midlands and Mashonaland West provinces, makes regional master plan almost impossible to implement due to coordination problems. Any meaningful development plans should take into account this 'colonial' fragmentation of the Zambezi Valley, which has become a source of exclusion as centers of power remain outside this region.

Over the years, there have been a number of interventions by church based organizations and NGOs. These were mainly relief efforts that addressed the results of the problem rather than the problem itself. Thus, they succeeded in providing relief food in drought periods, but still left the displaced communities without addressing the underlying problems that largely emanated, and continue to emanate, from the development institutional structures. While the Zambezi valley lies in Agricultural region 5, which is characterised by droughts, low rainfall, tsetse flies and tick-borne diseases. These natural hazards can trigger, rather than cause humanitarian crises, which are manifest in malaria, diarrhoea and malnutrition. But focusing in natural hazards as an adequate explanation for humanitarian crises causation is myopic and diverts attention from fundamental issues located in the social, economic, political and development arena.

4. BASILWIZI TRUST VISION, OBJECTIVES AND GOVERNANCE

Basilwizi Trust is a community development organisation, which was founded in 2002 by the local people of the Zambezi valley. The formation of Basilwizi Trust was a demonstration of concern and determination by Zambezi valley community to demand and restore their dignity taken away from them by the displacement from the Zambezi River banks. Poverty, the main cause of vulnerability to food insecurity, is one of the defining features of the Zambezi valley. Common, but rather demeaning descriptions and labels of the Zambezi valley communities include, 'marginalised', 'isolated', 'poor', 'backward', 'minority', 'primitive', 'dangerous', and 'two-toed people'.

4.1 Vision

“A sustainable people driven socio-economic development in the Zambezi Valley.”

4.2 Mission statement

Basilwizi is committed to building the capacity of the Tonga and Korekore communities – men, women, young and old, able disabled – for them to realise improved and sustainable well-being and free themselves from poverty.

4.3 Motto

The last shall be first

4.4 Core Values and Philosophy

In achieving its vision and fulfilling its mission Basilwizi shall value a high level of Transparency, respect for all stakeholders, accountability, commitment, team work, empathy ; trustworthy and programme sustainability as well as high ethical standards and social responsibility. Basilwizi will hold on the following values;

- i. **Transparency:** All our work in the organisation shall be open for public scrutiny and done in a clear and responsible manner for all stakeholders to analyse and comprehend. Regular updates to all stakeholders in various forms will drive this value.
- ii. **Respect and equality:** All individuals are equal as human beings and by virtue of the inherent dignity of each human person. All human beings are entitled to their human rights without discrimination of any kind, such as race, colour, sex, ethnicity, age, language, religion, political or other opinion, national or social origin, disability, property, birth or other status as explained by the human rights treaty bodies.
- iii. **Accountability and Trustworthy:** States and other duty-bearers are answerable for the observance of human rights. In this regard, they have to comply with the legal norms and standards enshrined in human rights instruments. Where they fail to do so, aggrieved rights-holders are entitled to institute proceedings for appropriate redress of the situation in accordance with the rules and procedures provided by law.
- iv. **Empathy:** We shall always put ourselves in the situation of the people of the Zambezi Valley. By so doing, our efforts will serve our community better.
- v. **Sustainable Communities:** Keeping the activity going, investing in individuals and groups to keep initiatives going long term, empowering and leaving skills in communities whilst making and maintaining links to the wider society
- vi. **Team work and Participation:** Ensuring that everyone has the right to fully participate in the decision-making processes that affect their lives, increasing access to do so by removing barriers and creating opportunities to influence/take part.
- vii. **Diligence and commitment:** Business-like attitude and commitment to achieving set goals at least cost.

4.5 Objectives of Basilwizi

- i. To empower the affected people to advocate for developmental changes and their inclusion in decision making processes on issues that affect their development particularly the use of resources around / from Lake Kariba;
- ii. To assist the beneficiaries to improve their socio-economic well being, through the establishment of people centred development projects that meet the basic material needs;
- iii. To facilitate the putting in place of legislation, policies, procedures and practices that enhance the capacity of men and women to access, utilise and control their natural resources;
- iv. To promote the cultural and educational development of the beneficiaries;
- v. To combat and reduce the impact of HIV/AIDS pandemic through community based intervention strategies;
- vi. To promote gender, child protection and disability mainstreaming in all programme activities of the organisation and
- vii. To enhance organisational capacity and ensure effective implementation of Basilwizi goals.

4.6 The Mandate of Basilwizi

Zambezi Valley in general, remain one of the least developed areas in the country, highly vulnerable and chronically food insecure due to external shocks such as drought and crop failure causing annual food shortages, particularly among the poorest and most vulnerable households. Among the underplaying causes of poverty in the Zambezi valley are lack of pro-poor policies and/ or ineffective implementation of exiting policy. Therefore, Basilwizi's work is still relevant and has potential of accomplishing its mission in light of the current political dispensation in Zimbabwe.

4.7 Institutional Governance

Patron

The patron was identified and he is in place at the instance of the trustees. This is eminent person whom the trustees can consult on specific issues and to receive his counsel. The presence of the Patron also enhances an accountability structure for the board and his help is sought on an ad hoc basis.

Board

Basilwizi is headed by an 11 member Board of Trustees, all of whom originate in the Zambezi Valley and 2 of them are Women. The Board comprises of traditional leaders, community activists, development and legal professionals, and clergy. The Trustees are well known in their local communities, and have extensive knowledge of the issues faced by the local

people. The Board of Trustees, in consultation with the beneficiaries and other key stakeholders determine the policies and overall direction of the organisation and its programmes.

Advisory council

The Advisory Committee plays a liaison and advisory role to the Board and Management. The Advisory committee technically assess progress in implementation and provide advices on programming issues and the Board and management on emerging issues.

Secretariat and management

Basilwizi Trust has 24 staff under the charge of the Director who oversees its day to day functions. Eight (8) of the total staffs are based at field Offices and 3 of them are Women. The director is supported by one Programmes manager and two Area Coordinators who are in-charge of field area coordination offices, one located at Binga and responsible for Binga and Hwange District and the second one located at Siakovu, which is responsible for Coordination of activities in Nyaminyami and Gokwe(North) Districts (*See Appendix 1: Organization structure*)

5. BASILWIZI'S INTERNAL AND EXTERNAL ENVIRONMENT

The organization undertook internal assessment through the analysis of strength, weaknesses, opportunities and threats (SWOT Analysis). The analysis revealed that one of the main challenges is a big geographical coverage and inadequate capacity to meet the needs of the Zambezi valley communities. Among the major threats are the political interferences and threats by government on the NGOs particularly on advocacy and policy engagement programmes which are among the four strategic programmes of Basilwizi. The SWOT Analysis is presented in Table 1.

6.0 PAST EXPERIENCE RELEVANT TO STRATEGIC CHOICES

Basilwizi is an advocacy organization which seeks to focus on strategic choices that will be integral components of the larger Advocacy agenda in the Zambezi valley. This means staff, community based committees and Focal persons who have closely worked with Basilwizi have undergone some training and they have experiences on implementation of advocacy and community empowerment activities. However, the needs assessment on the ground as evidenced at the annual review workshop of 2008 has made the organization to also consider Disaster Risk Reduction (DRR) approaches to poverty alleviation and Livelihoods as strategic choices. Furthermore, from 2002-2005 Basilwizi in collaboration with Silveira House facilitated an engagement process on the promotion of marginalized languages between the Zambezi valley communities and the Ministry of education, which saw a big success in government amending the education Act (2002 and subsequently 2007). This strategy shall build on this existing advocacy and community empowerment experiences and utilize the community structures and national alliances that have already been created through the Minority language Project³. The continued work of Basilwizi in the Zambezi valley since

³ Education and Culture Project document (2008)

2002 has enabled it to establish strong relations with a variety of Traditional Leaders and local decision making structures. For example, by 2008, Basilwizi worked with 4 RDCs, 36 Wards and 24 Chiefs. Also in the same period the organization had formal work relations with 6 local Civil Society Organizations (CSOs). (Ntengwe, KMTC, S/House, WASN, Tonga online, CADEC, CCMT,) and 7. International NGOs (Save the Children, MS Zimbabwe, NHRF, DFID, EU, DDC, International Rivers, firelight foundation) and 3 Regional/International Networks.

Table 1: SWOT Analysis

INTERNAL ANALYSIS	
Strengths	Weaknesses
<ul style="list-style-type: none"> • Clear vision, mission and Relevant programmes • Energetic, determined group of individuals • National, regional and international linkages • International support from partners • Functioning board of trustees. • Good focus on partnership and collaborative approach with enhanced sharing of resources • Staff team committed in programming, • Administration and fundraising • Offices in Bulawayo for networking & coordination • Policies that serve as a guide • Clear agenda at Basilwizi of Zambezi valley • Growing establishment to the grass-root level • Good relationship with funding partners and local leaders and government Officers 	<ul style="list-style-type: none"> • Wide geographical coverage and inadequate capacity to meet the needs of target group • Inadequate human resources (employees) • Lack of skills in monitoring and evaluation, research and documentation and Disaster Risk Reduction (DRR) • No publicity of activities and work through media • Inadequate capacity to deal with policy and legislation issues • Weak coordination among project Officers • Inadequate involvement of the board in fundraising (e.g. education & culture, livelihood) • No clear boundary or segregation of duties between executive (staff) and policy makers (Board Members)
EXTERNAL ANALYSIS	
Opportunities	Threats
<ul style="list-style-type: none"> • Community and traditional leader's support • Government supports through RDCs and local government • Willingness of the communities to participate in Basilwizi programmes • Untapped potential financial resources from the private sector • Availability of funding support from 	<ul style="list-style-type: none"> • Unsuitable political and economic environment • Restrictive government policies on advocacy work • Poor road and communication network • Foreign currency shortages and hyperinflation • Inadequate qualified and experienced human resources due to due to brain drain

<p>donors</p> <ul style="list-style-type: none"> • Potential for new professional and/ or thematic specific NGOs in the Zambezi valley for collaboration and network(e.g. HIV/AIDS, Women's rights) • Established local government structures and presence of civil society organizations (CSOs) in the operation area • Conducive and supportive local and international policy environment particularly MGDs, Hyogo Framework, Climate Change Protocols and increased emphasis on rights-based approaches 	<ul style="list-style-type: none"> • Red tape/bureaucracy by government departments • Weak coordination and networking among NGOs and donor funded programmes and government departments • Conflicting policies and weak coordination of donors • Political interference • Competition for scarce resources
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Basilwizi carried out a socio economic study in the Zambezi valley communities in April 2005 which revealed that; the chiefs', community level local government structures and the development committees particularly the school development committees, WADCOs and VIDCOs were weak and excluded from decision making processes by the district local authorities, a situation that has not changed. As such the committees and subsequently the communities receive top down directives for implementation of projects from rural district councils. This has resulted into failure of district plans to address the priorities of the community hence the ineffectiveness of the development programmes in the Zambezi valley⁴.

7. STRATEGIES FOR PROGRAMMES IMPLEMENTATION

In supporting communities in their journey towards a poverty free Zambezi Valley, Basilwizi will be guided by the strategies outlined below. The running threads include addressing root causes, advocacy, partnerships, focus on sustainable livelihoods, results-based planning and monitoring and evaluation. These strategies are not viewed in singular but as complementary and with a synergistic flavour.

7.1 Addressing root causes of poverty

The majority of development programmes in the Zambezi Valley continue to be oriented towards addressing effects of poverty rather than its root causes. While attending to effects is by no means less important, particularly in health related programmes such as HIV and AIDS, we contend that these strategies tend to fail to break the poverty and vulnerability cycles. They tend to focus on short-term human coping rather than long-term resilience. At best, they reproduce and reinforce the structures that cause poverty in the first place. Root causes of poverty identified during the 2005 study and subsequent consultations include: exclusion and social marginalisation in decision-making; weak understanding of policies; policy implementation failure; weak accountability; weak community institutions and organisation;

⁴ Baseline survey report, 2005

illiteracy; gender inequalities; unemployment; and lack of local initiatives. The root causes need to be addressed if the development rights of the Zambezi valley communities (the rights holders) are to be fulfilled. The changes that will be realised at several levels, ranging from local to national (e.g. village, district, province, national) and sometimes to international levels (e.g. regional in Tonga communities in Zambia).

7.2 Programmes and projects to be linked to specific or generic sustainable livelihoods

The root causes will be addressed as means to achieving sustainable livelihoods. Each programme will therefore focus on specific or a range of livelihoods assets and capabilities, particularly physical, human, natural, social and financial capital assets. These root causes will be continuously monitored and evaluated from time to time to incorporate any changes and respond appropriately to livelihoods needs.

7.3 Beneficiaries as primary agents for their development change

The organisation's eight years of experience shows that development should focus on promoting community agency where beneficiaries are the primary actors for change. This is because to us development is people-centred, participatory and environmentally sound. It involves not just economic growth, but equitable distribution, enhancement of people's capabilities and widening of their choices. It gives top priority to poverty elimination, integration of women into the development process, self-reliance and self-determination of people and governments, and protection of the rights of indigenous people. The strategy makes improvements of current capacity-building programmes that are often based purely on providing the clients or communities with the skills to 'manage projects' to provide basic services, such as building of schools, roadways, provision of income-generation schemes etc. thus making the communities continuously dependent on outside agencies. Therefore, our strategy is broader rights based approach that will involve analysis and action on a broad range of root causes in a coherent manner, usually in conjunction with a variety of other actors. It will include capacity support in advocacy and networking skills for clients themselves and for others who support them. The advocacy work shall not be done on an *ad hoc* basis, but based on a systematic analysis of rights, entitlements, and stakeholders including rights-holders, and duty-bearers, and it will be done in a structured manner to achieve the intended purpose. Mainstreaming advocacy into all programs shall be necessary in order to have the level of support and focus required to bring about policy changes. The entire organization needs to be on an 'advocacy' footing in order to effectively influence policy and address underlying causes of poverty in the Zambezi valley communities. Advocacy activities will use tools and approaches including, but not limited to use of media and persuasive activities, building alliances and networking, policy analysis and engagement and improved documentation and dissemination of information including the use of Chi Tonga language.

7.4 Use of existing legislative policy frameworks and agreements

The third aspect of a rights based approach to be applied involves the use of existing legal frameworks at national and local levels to ensure that rights are fulfilled for which Zambezi Valley Advocacy Project (ZVAP) is already working on. Where there is a legislative policy framework already in place (i.e. good national legislation and a good national implementation strategy in place like Kariba Combination Master Plan (LKCMP)) the focus of advocacy work shall be on the implementation of and compliance with the laws, strategies and policies, including accountability for implementation of strategies and resources. Where the legal frameworks or agreements are not in place, the focus of advocacy work will be on ensuring that the frameworks are established e.g. on ensuring Government commitment to creating or improving legislation and strategies.

7.5 Maximising collaboration and partnership efforts

Basilwizi will view agencies with similar objectives not as competitors but as collaborating peers that can strengthen coalition and networking for specific learning in addressing root causes of poverty. In this type of work, particularly areas that are quite technical, Basilwizi will require collaboration with external agencies that have particular expertise in the relevant area, including government agencies, human rights organisations, specialist networks (e.g. ZELA), institution of higher learning and research organisations. Therefore, Basilwizi will need to develop programme alliances with a variety of actors at various levels in order to work jointly in supporting rights holders in the fulfilment of their rights. We will undertake a full analysis of the roles of duty bearers (i.e. those with obligations to rights holders) and potential allies at various levels will ensure that Basilwizi's role in relation to each of them is clearly defined, so that for example there is no confusion over which agencies are 'partners' which are allies and which are advocacy targets.

7.6 New programmes and projects guided by needs assessments

The demand for Basilwizi activities across the Zambezi valley have increased over the years, particularly in access and benefit sharing (ABS), education, and HIV and AIDS. This has resulted in our activities being *ad hoc* and 'thinly' spread across the Zambezi Valley making the impact of such activities difficult to measure and sustain. As a learning organisation, we will value pilot-testing new programme or project ideas carefully within a given geographical location, before attempting to 'go to scale'. This will enable staff to develop the necessary facilitation, information gathering, and planning skills. It will also provide space to identify and train appropriate local leadership; to equip it with the capacity to deal with internal or external conflicts of interest; and to evolve mechanisms for accountability. Two or three years will be devoted to these preliminaries, but when executed well, rapid acceleration will then become a possibility. Having a successful model to emulate will help to overcome resistance to change elsewhere. Staff will draw on accumulated experience to deal with the difficulties, which will inevitably arise in new locations. In addition, new programmes and project designs will also be informed and guided by baseline studies and lessons learned through action research, needs and impact assessments, monitoring and evaluation. Entry and exit strategies

will be carefully planned to ensure sustainability of project benefits, and where possible, non-interventionist approaches will be adopted by working through existing structures.

7.7 Results-based planning and management approach

Basilwizi will build on existing project planning and management skills. New and scaled-up projects will adopt a results-based planning and management approach to improve performance and quality of outputs. Greater emphasis will be made on results using tools such as the logical framework approach. Projects will be based on a clearly identified problem, clear goals and objectives, outputs, outcomes, activities (inputs), indicators of success, and assumptions and risks. Joint planning and review meetings or retreats will be held regularly to review progress of programme implementation. At least one such meeting a year will be held jointly with staff and Board of Trustees. Performance management systems including staff appraisals will be designed to improve the quality of outputs and will form part of the basis for the tenure of employment contract.

7.8 Information dissemination and participatory monitoring and evaluation (M&E)

All our programmes and projects will have a monitoring and evaluation component (M&E) with a budget line of at least five (5) percent. We will prioritise participatory M&E where stakeholders will be involved. However, we are aware that it is neither practicable nor necessary to include everybody in M&E activities. Choices will be made depending on the type of project, availability of stakeholders and level of participation in the project. We will approach capacity development for M&E from a broad perspective to include information documentation and sharing, skills development, participation in processes and mobilization of resources. Special emphasis is on participatory M&E through skills transfer to the community who are directly engaging in projects. This approach is aimed at imparting knowledge and skills to the local communities so that they can undertake participatory impact monitoring of their interventions. Each programme and project will be assessed using the evaluation criteria⁵ summarised in Box 1.

⁵ This is the Organisation for Economic Co-operation and Development/Development Assistance Committee evaluation criteria used by most development agencies.

Box 1: Evaluation Criteria

- *Relevance* - Was/is the project a good idea given the situation needing improvement? Does it deal with target group priorities? Why or why not?
- *Efficiency* - Were inputs (resources and time) used in the best possible way to achieve outcomes? Why or why not? What could we do differently to improve implementation, thereby maximizing impact, at an acceptable and sustainable cost?
- *Effectiveness* - Have the planned purpose and component purposes, outputs and activities been achieved? Why or why not?
- *Impact* - To what extent has the project contributed towards its longer term goals? Why or why not? What unanticipated positive or negative consequences did the project have? Why did they arise? To what extent has the project contributed towards e.g. poverty reduction (or other long-term goals)? Why or why not?
- *Sustainability* - Will there be continued positive impacts as a result of the project once it has finished? Why or why not?

8. STRATEGIC PROGRAMMATIC THEMES

Basilwizi Trust has decided to work with four main themes. These themes are; **Advocacy; Education and Culture Support (ECS), Health (HIV and AIDS); and Livelihoods.** Together with the main themes, the organization shall address key cross-cutting issues of gender and development, disaster risk reduction; child protection and disability. The themes chosen are fundamental in addressing the underlying causes of poverty in the Zambezi valley and in promoting effectiveness of the organization in dealing with community priority issues.

8.1 Advocacy Programme

That the Zambezi Valley is suffering from chronic and endemic poverty when it's endowed with abundant natural resources is a paradox. The Zambezi Valley is endowed with the vast Kariba Waters, Fish, Wildlife, Forest resources and minerals as well as tourist attractions which are reliable sources of revenue. To date these resources are being exploited by public and private sectors, yet the revenue is not accruing to the local levels but to national coffers. Basilwizi believes that increased access and control of resources through sustainable, accountable, effective and transparent access and benefit sharing arrangements is the bedrock to breaking the poverty cycle in the Zambezi valley. Lack of understanding and poor implementation of policies is hampering access, proper utilisation and conservation of natural resources. Decentralised decision making through citizen empowerment of local communities is essential in promoting sustainable utilisation of natural resources and self-determination among the Zambezi valley communities.

Basilwizi seeks to strengthen advocacy on pro-poor policies that are sensitive to the needs of Zambezi valley communities, on access and control of natural resources, livelihoods, education and culture. This will assist communities to protect and create livelihoods assets and capabilities and reduce natural and human-made risks. The ABS programme will pay

particular attention and emphasis on corporate social responsibility (CSR) to ensure public, private and cooperative businesses plough back resources to Zambezi Valley

Basilwizi also believes that strong and capable development institutions are *sin qua non* to poverty risk reduction. Development institutions are the major determinants of livelihood processes and outcomes – they control and monitor the development processes and quality of outcomes. Basilwizi will support local development institutional structures to enhance their capacity, particularly the efficiency and effectiveness relationship with vertical and horizontal institutional arrangements. Decentralised development planning structures from village to upper levels will be of particular interest to enhance broad based participation in development processes including gender, disability, HIV and AIDS, environment and Disaster Risk Reduction are mainstreaming.

Programme goal

“Increased and sustainable access to and control of resources in the Zambezi Valley.”

Specific objectives

The program has the following specific objectives;

- i. To raise community awareness on relevant legislation and help them lobby authorities for development of equitable legislation by 2014.
- ii. To strengthen the capacity of communities to advocate for fair policies / bylaws that increase access to fishing, water, wildlife, minerals and other resources by 2014.
- iii. To lobby for community participation in decision making organs that govern the issues concerning the natural resources by end of 2014.
- iv. To promote and strengthen community local government structures and civil groups in participatory planning, budgeting and public expenditure tracking.
- v. To address gender and cultural barriers that limit women and female youth's participation in development projects.

Strategies

1. Community awareness campaigns
2. Problem identification researches and analysis of legislation, policies and other challenges.
3. Capacity building of lobby groups
4. Engaging relevant authorities
5. Formation of coalitions and networks (national and regional)
6. Monitoring and evaluation
7. Mainstreaming cross-cutting issues such as HIV/AIDS

Expected Results

- i. Increased confidence for local communities to demand the enforcement of the developmental plans such as the Kariba Lakeshore combination Master Plan
- ii. Increased awareness of human rights in regard to access and control of natural resources for the communities.

- iii. More equitable policies, legislation, practices and programs that protect the livelihoods of local communities and ensure that resources are used to develop the Zambezi valley.

8.2 Education and Culture Support (ECS) Programme

The Zambezi valley is largely inhabited by the Tonga people estimated at a population of 500 000 who form part of the indigenous ethnic groups in Zimbabwe, living in the remote and least developed parts of the Zambezi region. The predicament of the Tonga ethnic group is largely attributed to their, among other things, involuntary displacement to pave way for the construction of the Kariba hydro-electric scheme in 1950s for the benefit of the Zimbabwe and Zambia economies. Their rich values, norms and cultural heritage seem to have been severely disrupted through the resettlement process. Upon relocation their education infrastructure in these areas was quite limited characterized by very few schools. To make matters worse the teaching of Tonga was halted in mid 1970s upon the escalation of the liberation struggle coupled by the economic sanctions imposed on the then Rhodesian government for its Unilateral Declaration of Independence. The teaching of the Tonga language ceased. The cessation of the learning and teaching of Tonga language has since then been a thorny issue among the group dating back to the colonial period.

Indigenous languages including Tonga are fast vanishing throughout the world as their last speakers die, or as dominant languages push them out of common usage. According to UNESCO (2008) about 2500 languages are threatened with extinction by 2020. Zimbabwe, linguists say has up to 16 African languages or dialects spoken in the country of which ChiShona and IsiNdebele are the dominant ones. Shona and Ndebele are the only recognized official languages apart from English yet there are many languages such as ChiTonga, which are not recognized at all even though these languages are dominant in the areas where they are commonly spoken. Government documents, signs and television programmes are still being produced in Shona, Ndebele and English and little or none in the other languages.

It is against this background that Basilwizi has designed a strategic focus of the Education and Culture strategic focus. The importance of a language to a people cannot be over-emphasised. It has been said that a community without a language is like a person without a soul. Ngugi- wa Thiong'o (1986) believes that a person's language is a vehicle of their particular culture.

Year 2008 came as a huge sigh of relief after Zimbabwe Publishing House (ZPH), assisted by our sons and daughters published a full course of ChiTonga books (grades 1-7) in November thereby overcoming the previously insurmountable challenge of lack of teaching and learning material for the Tonga language. The next step to take is the actual implementation of the national policy on minority languages

Goal

To make education accessible to all individuals and to promote language and culture of marginalized communities of the Zambezi Valley.

Project Objectives

- ❖ To lobby for the teaching of indigenous language in the Zambezi Valley up to A level by 2015
- ❖ To improve and provide educational opportunities for 75% of the orphans and vulnerable children in the Zambezi Valley.
- ❖ To promote cultural exchanges, documentation and achieving of culture between the Zimbabwe and Zambia Tonga communities
- ❖ To promote the use of modern technology in the teaching and communication among schools in the Zambezi valley
- ❖ To address cultural barriers that limit women and female youth in accessing education through holding of inter-schools competitions and awareness campaigns.
- ❖ To capacitate the Tonga language committees (TOLACO) for effective co-ordination and follow-up on the implementation process
- ❖ To facilitate and monitor the implementation of national policies on indigenous languages
- ❖ To promote networking and information sharing through Look and Learn visits in the Zambezi Valley communities of Zambia and Zimbabwe.

Strategic approaches

- Ensure circulars are sent to schools from relevant Ministry of Education office to enforce teaching of language
- Lobby for the exclusive teaching of the Tonga language and aggressive engagement of policy implementation in the Valley
- Establish community managed ICT centers in schools
- Pursue the establishment of community radio stations in the Zambezi valley
- Partner government line ministries in the promotion of indigenous languages
- Fund raising for the purchase and distribution of books through development partners in Zambezi valley.
- Revive Tonga cultural festivals to revive the Tonga culture and involve children.

The distribution of books shall start as a pilot project in Binga district and thereby gradually move to other districts. The project will run in two phases over a period of 5 years from January 2010-December 2014 of which the first stage will focus on the following areas;

- Fundraising for the purchase of teaching materials
- Developing teaching and supplementary materials
- Examination of the language at grade 7
- To spread to other districts and raise massive awareness in order to generate widespread support in (Hwange, Lupane and Gokwe south).
- Reviving or restoration of the norms, beliefs and values through cultural festivals.

Phase two

- Focusing on the teaching of ChiTonga to teacher training colleges and secondary schools
- Monitoring the quality of teaching of ChiTonga in Schools

Targeting

The project will specifically target the Zambezi Valley communities that includes men, women, young, old, able and disabled (village heads, councillors) of Binga, Nyaminyami, Hwange and Gokwe North districts. Basilwizi will take a facilitator role in the implementation process of the Education project, while most of the work will be done by communities, TOLACO takes a leading role.

Expected Results

- i. Tonga taught up to A level by 2015
- ii. 80% of women and youth completing O level or A level by 2020
- iii. 80% of school leavers enrolling in colleges and universities by 2020
- iv. 50% of women getting into leadership positions by 2020
- v. 75% of the OVCs engaging in self supportive projects by 2020
- vi. To have a community radio station that will promote the Tonga language and cultures by 2012
- vii. Project proposals to be drafted by March 2010

8.3 HIV and AIDS Support Programme

Since 2007, Basilwizi has been responding to the Millennium Goal Number 6 which seeks to reverse the spread of HIV and AIDS. This is being achieved through partnership with Save the Children UK by the successful implementation of the National Action Plan for OVC project that is directed towards empowering the local leaders in five wards of Binga district to improve children protection systems for OVCs by tackling those cultural practices which fuel the spread of HIV. It was noted with concern that children, due to some deep cultural practices, were being exposed to HIV and discriminated against in social interactions. For example, disabled children were hardly being exposed to some social interactions that able bodied children could enjoy.

Orphans and vulnerable children, in particular the girl child and women, are at greater risk when it comes to the issues of HIV/AIDS. Most girls and women are victims of the deadly HIV/AIDS because the imbalances in power that exist between men/boys and women/girls give men/boys an edge over women/girls, to indulge in behaviour that puts the lives of their spouses (for married females) at risk. Many men are still clinging to polygamous marriages despite the dangers this practice poses to families, hence advocacy work to try and change some of these dangerous practices.

Our work experiences in NAP for OVCs , has revealed that some extra resources were necessary to reach those other three districts which also still practice similar cultural practices that do not promote the basic needs of a child. In those wards that NAP was funding, some gaps were realized that 130 OVCs had no birth certificates, 193 had left school because of lack of education material support (fees, stationery and clothes). It was learnt that 10 children

where looking after their HIV positive mothers on home based care and had no proper source of income to support them.

The NAP for OVC projects has also made the organization to realize the need to expand the project to other 20 wards of Binga district and the Zambezi valley communities as a whole because they share a commonality in cultural values and practices. There is a need to take up advocacy issues to change some of the bad cultures that promote the spread of the HIV in all these wards.

For a sustainable programme on HIV and AIDS in the Zambezi valley, there is need to build the capacity of the local existing structure such as, Child Protection Committees, WAACs, HBC, SDC WADCO on Child Protection and Care issues, Culture & reproductive health and Culture & Disability issues. So far in Binga district there are only 7 Ward Child Protection Committees (WCPC) established and trained out of 25 wards.

Geographical locations

While Basilwizi works in the four districts of the Zambezi valley as identified above, the HIV and AIDS programme has been actively involved in Binga district's ten out of 25 wards since 2006. In the new strategic period, this programme will spread to the remaining wards in Binga. Basilwizi will also share experiences and lessons from Binga with other districts where this programme is not being implemented.

Programme goal

By 2015 the Zambezi Valley Community should demonstrate appropriate health and protection status through comprehensive participatory approaches to health care and support systems.

Targeting

The HIV and AIDS programme will, firstly target local traditional leaders who are the custodians of culture issues and other community leaders such as Church leaders, WAAC and SDC. The second beneficiaries will be orphans and vulnerable children, disabled children included and finally the women.

Specific Objectives

- ❖ To reduce the number by 25% of OVCs who are abused by December 2014
- ❖ To produce and distribute 5 000 health, HIV and AIDS related IEC material in local language by December 2014
- ❖ To reach 20 000 people on community awareness on the dangers of non-behavioural changes and some cultural practices that put people at risk of contracting HIV by December 2014.
- ❖ To reduce stigma associated with disability, HIV and AIDS through training and awareness campaigns by December 2014.
- ❖ To provide financial support to 400 OVCs to enable them complete their secondary education by December 2014
- ❖ To train 500 Home Based Care givers and 200 CPC members on Income Generating Projects (IGP) and Child Protection

- ❖ To ensure access to clean water and sanitation facilities by December 2014

Strategic approaches

1. Training community leaders, chiefs, Village Heads, church leaders and OVC in child rights, culture, OVC support, HIV and AIDS prevention
2. Support community based child protection and care systems
3. Conducting community meetings / workshops on culture and Reproductive Sexual Health
4. Production and translating the IEC materials in local language
5. Build livelihood skills for children, young people and households affected by HIV and AIDS for sustenance
6. Capacity build WAACs to implement child protection activities
7. Train water point committees on PHHE
8. Water samples analysis (chemically and bacteriologically)
9. Raising awareness on the disadvantages of early marriages leading to divorces or separation and the effects of polygamous marriages
10. Co-ordination and networking with various stakeholders
11. Carrying M & E activities

Expected Results

- i) Enhanced capacity for local leaders and OVC to respond to and advocate on issues that concern them
- ii) Improved health and care practices for 1 500 vulnerable children
- iii) Improved reproductive health skills for 1 500 children especially girls
- iv) Increased literacy level for OVCs
- v) Reduced dependency syndrome for OVC
- vi) Increased children's rights awareness in the Zambezi Valley
- vii) Increased awareness and utilization of HIV and AIDS information
- viii) Knowledgeable community on myths and misconceptions on culture and disabilities, HIV and AIDS (open discussion)
- ix) Reduced diarrheal diseases among the Zambezi Valley communities
- x) Reduced number of community members that travel more than 500m to access clean and safe water.

8.4 Livelihoods

The major constraints to livelihoods in the Zambezi Valley were and remain low crop production, lack of food availability and access, limited income earning possibilities, high transport costs, marketing problems and rising prices of basic commodities compounded by policies and legislation lacking sensitivity to the priority issues. One of the major factors is unpredictable climatic conditions resulting into drought and floods, foreign currency unavailability, poor road infrastructure and community institutions. Other problems include livestock diseases, wild life crop destruction, high HIV and AIDS prevalence and social impact at household level resulting in high levels of poverty and food insecurity. The area for the past years has, due to economic challenges, experienced an average 25-30% and 50-80% crop production among the very poor and poor, middle and better-off households respectively. This implies that very poor and poor households always have to obtain about 70% of their minimum food entitlement from other sources of household food such as market purchase,

barter trading, direct exchange of labour for food, wild foods, foreign remittances and some local gifts.⁶

The poor livelihoods in the Zambezi Valley are attributed to the following factors:

- The cyclic nature of drought and other economic shocks which affect household capacity to produce food and increase their resilience to hunger.
- Low prices for cash crops particularly cotton;
- Poor marketing facilities especially lack of physical marketing facilities and processing facilities for some of the new crops such as sunflower for extraction of cooking oil.
- Poor extension services due to limited funding from the Government;
- Lack and limited labour among the very poor households due to over reliance on casual labour limiting their ability to adequately produce their own food.

Programme Objective

Improved food security and livelihoods of communities through sustainable interventions that enhance their capacities to withstand shocks.

Strategic Approaches

1. Training
2. Promotion of livelihoods and community based structures (CBPMRE), Vet, LDC
3. Promotion of locally available seed banks (seed fairs)
4. Explore environmentally friendly riverine agriculture
5. Provision of capital, capacity building and market linkages.

Strategic Objectives

- ❖ Strengthen delivery of appropriate and participatory agricultural extension services among local farmers (lead farmers and CBPMRE)
- ❖ Promotion of and scale-up diversification among the very poor and poor households. (introduce new varieties /OPV)
- ❖ Capacity building community based groups aimed at effective implementation of new and ongoing livelihood support activities.
- ❖ To promote livestock management and productivity
- ❖ Promotion of formation of fishing co-operatives or associations to ensure effective marketing of fishing products
- ❖ Safe and clean water by 2015
- ❖ Improved market linkages

⁶ Household Economic Survey ,2006 (SC-UK) Pg 9

Expected Results

- i. Less vulnerable communities with sufficient food
- ii. Increased and sustained asset base
- iii. Healthy and productive livestock
- iv. Increased incomes per household
- v. Better nourished community and reduced mortality among children

8.5 Cross-cutting issues

Basilwizi bases its strategic plan on recognition that while both men and women are affected by poverty, women are more prone to poverty than their male counterparts. Basilwizi has not carried out a specific gender assessment in its geographic target areas, but the gender audit of the local committees and government structures like; CAMPFIRE, VDCOs and SDCs have revealed a serious gender concern. Women in Zimbabwe are more vulnerable to poverty which manifest in lack of access and control of economic resources, food insecurity, lack of information and HIV and AIDS due to their subordinate status which manifests itself in culture, political, social and economic situations. As a result women unlike man are likely to have less opportunities for accessing education, training, and extension services and for building their own capacities.

The strategic plan is placing emphasis on mainstreaming gender in all the programmes and working with other organizations that are women specific. The programmes will ensure that interventions are addressing underlying structural causes of Women's vulnerability and promote collective voices to ensure they participate in policy formulation and decision making processes and ultimately increase their access and control of the resources that they require. The monitoring and evaluation framework will assess the extent to which interventions enable women to meet their priority needs and the extent to which the women are able to exercise choices.

The organization has already identified one of the staff members as a gender focal person and drafted the terms of reference for this function. The gender focal person has a full time job description but in addition will coordinate gender mainstreaming issues in the organization.

Basilwizi will also work tirelessly to mainstream disaster risk reduction in all its programmes as it implements this strategy. The organisation has a formal relationship with the University of Northumbria's Disaster and Development centre through which knowledge and experiences on how to handle this emerging issue will be shared. The Zambezi valley communities have survived many disasters before and Basilwizi will work on promoting such knowledge among the community to develop enhanced resilience to disasters.

Last but not least, the organization will venture into vigorous consultative processes and mobilize required resources to come up with a gender policy in the first year of strategic plan. The organization will undertake capacity building of Board members, staff and beneficiaries

on gender specific planning, implementation and monitoring and evaluation techniques. The subsequent years under the strategic plan will see implementation of the gender policy and assessment of its impact both in terms of quality of the programmes and Institutional strengthening.

9. INSTITUTIONAL CAPACITY DEVELOPMENT

In order for Basilwizi to fulfil its mandate as shown in the previous sections there is a need to establish two coordination Offices; one to be based in Binga responsible for Hwange and Binga Districts. The second office will be based in Nyaminyami to Coordinate Gokwe North and Nyaminyami District. Also three critical support services need to be in place which is Knowledge management (ICT and resource centre), Human Resources, information and documentation. Basilwizi will work with community volunteers/focal persons in the implementation of this strategy. The role of these volunteers will be to inculcate community ownership of the strategy and mission as well as to improve the flow of information to and from the community. Such volunteers will be assisted with stationery as well as other community mobilisation related materials to enable them carry out their mandate. Basilwizi will also take on board volunteers for field work based at district offices in an effort to get as many community members participate in the strategy. The selection of such volunteers will be based on the need for such a person as well as on the individual volunteer's interest in the strategy. The director, in consultation with the board, will have the final say in the acceptance of a volunteer to work in Basilwizi. The time frame for any volunteer shall not be less than six (6) calendar months and a report shall be expected from a completed volunteering period for sharing. It is therefore imperative that support services are in place if Basilwizi is to accomplish its mandate, programmes and mission.

9.1 Knowledge management

Knowledge and proper communication are among the engines for social and economic development as these provide opportunity to participate in National and Global issues. The people of the Zambezi valley, due to lack of access to knowledge, have suffered from lack of opportunities for competitiveness, improved economy, livelihood and access services. In the Zambezi valley knowledge readiness is still at very low levels, this includes; education, business opportunities, innovation and the ability to access, share and apply knowledge within and outside the area. The organization will focus on promotion of education and culture and indigenous knowledge. This will involve ensuring there is skilled population that can use and share knowledge effectively. Also the strategy will focus on innovation i.e. to become an organization that can tap global knowledge, assimilate it and adapt and create local knowledge.

9.2 Information and Documentation

Most of Basilwizi's work, particularly advocacy, is disseminated to the beneficiaries and key stakeholders through documentation. Furthermore, lack of access to timely and accurate information in the Zambezi valley is one of the main manifestations of poverty and has to be addressed if beneficiaries have to actively participate in the policy decision making process

and livelihood strategies. In this view, it is a fact that information and documentation is central to the organization's output and achievements.

Resource centres

It is proposed to establish a resource centre that will be done in two phases. The first phase will involve Recruitment of information Officer, collection of information materials and establishment of the resource centre at the Headquarter in Bulawayo. Second phase will deal with translation of some of information materials and policy simplification into local languages (where required) and dissemination to the local communities.

Newsletter

The newsletter will be published quarterly to enlighten the public about various issues and events in the Zambezi valley, National and International level. The newsletter will also enlighten the public on major developments in Basilwizi and will be written both in English and ChiTonga languages. This newsletter will be posted on Basilwizi website as well as printed on hard copies for distribution in the valley.

9.3 Human resources

Human resources is a critical component for the success of Basilwizi as it is the most important factor in translating strategic mission and strategies into practical implementation. The strategy will ensure the alignment of human resources critical requirement through recruiting and retaining high quality human resources. Currently the organization has a total of 24 staff but according to the proposed organization structure requires 32 employees. The proposed position and staffing levels are optimal under ideal situations if all functions in programmes, Finance and administration departments are at highest levels. The strategic direction shall focus on recruiting and retaining qualified staff, staff capacity building and training for young professional and ensuring that staff retention scheme is in place guided by the board of trustees.

Basilwizi is experiencing growth as evidenced by the growth of budget by 216% in 2008 and growth of staff team by 27% in the first quarter of 2009. This growth will eventually demand new recruitments depending on new projects and positions in programmes and finance/Administration departments. However, the need for quality documentation and tracking of project achievements is critical and requires immediate presence of personnel with specific skills in these areas. It is therefore, imperative that two options as a matter of priority be created for firstly; Information and documentation Officer and secondly the Monitoring and Evaluation Officer. Also the organization will recruit a Programmes Manager, Finance & Administration Manager and Area Coordinator for Nyaminyami and Gokwe North Coordination office within the tenure of this strategic plan. Please refer to annex (iii organogram and, iv, job descriptions).

10. IMPORTANT ASSUMPTIONS AND RISKS:

The main assumptions and risks are as follows:

1. Political willingness to implement equitable policies. This would be important for the promotion of women and children's interests and other marginalised groups in the Zambezi valley
2. Macro-economic and political environment stabilizing. This would allow for the mobilisation of sufficient resources for development at local and central government levels.
3. Donors may shift their funding priorities in Zimbabwe away from advocacy and governance to humanitarian interventions
4. The increasing problems of HIV and AIDS, food insecurity may divert the resources and attention of communities, government and donors away from long term development projects.
5. Improving political environment leading to opening up of more democratic space for civil society and ordinary citizens
6. The brain drain and staff turnover at all levels would affect the human resource capacity to implement and sustain development initiatives in the Zambezi valley and at the national levels.

11. FINANCIAL RESOURCES REQUIREMENT

11.1 Budget (see attachment)

Appendices:

Organization structure

Key Job descriptions

M&E Framework

Stakeholders' analysis

Table 2: Organisational Culture Analysis

NO.	AREA	OBSERVATIONS
1.	Degree of freedom to work	<ul style="list-style-type: none"> - Good - It is acceptable and needs to be maintained - Of late there is a lot of anxiety amongst members of staff, there is a seemingly involvement of the Board of Trustees in operational issues.
2.	Organisation structure effects on work	<ul style="list-style-type: none"> - Gender imbalance, has an impact on donors - Board interference - No clear coordination among the Project Officers – there is need to share plans - Lack of respect to chain of command - Reporting structure not clear
3.	Support for each other at work	<ul style="list-style-type: none"> - Little support - It needs to be enhanced - Safe keeping of T.O.Ts material
4.	Identification with objectives of Basilwizi	<ul style="list-style-type: none"> - Excellent because most staff members victims as well - Influence changes of policies
5.	Performance relationship to rewards	<ul style="list-style-type: none"> - Non existence - - No staff motivation
6.	Conflict Tolerance	<ul style="list-style-type: none"> - It is good – organisation can harmoniously solve their conflicts
7.	Risk Tolerance	<ul style="list-style-type: none"> -
8.	Others	<ul style="list-style-type: none"> - Communication needs to improve amongst staff - Lack of confidentiality within the Organisation - Poor documentation - Lack of appreciation from the Board of efforts from secretariat and management.

Appendix 1: Basilwizi Trust Organogram

