

ANNUAL REPORT

2022

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EXECUTIVE DIRECTOR'S WELCOME REMARKS



It is my pleasure to present our fifth end-of-year report. We have just turned a significant corner. Since its establishment in 2018, our focus has been on carving our niche within the ecosystem of progressive think tanks. We remain in start-up mode, realizing our vulnerability but endowed with a keen sense of our potential. This report presents an overview of the work we have done in the year 2022. The period review could also be referred to as the post-COVID year. It was the year where we re-experienced face-to-face meetings, working in an office as a team, travel and conceivably a return to mission. These are things we had taken for granted before January 2020. However, there was no return to business as we knew it. In our planning, we retained most of the COVID-19-related measures such as the provision to work from home and the continuation of weekly team check-ins (including the book club). More importantly, our post-COVID-19 programming has immensely benefitted from the lessons learned in 2020 and 2021 especially around leveraging technology for dialogues, data collection and fundraising.

I am glad to announce that all our performance indicators on the dashboard ranging from the number of publications, dialogues, site visits and downloads of our materials show a growing demand for our work. Regrettably, we did not meet our fundraising target, even though we were able to secure new funders. Our progress is better expressed in numbers and I am glad to announce that while in the beginning we had a staff complement of three full-time and two part-timers, today we have a full-time team of 15. In the beginning we started off with one funding partner but in the previous year alone we secured funds from five different funders. Our total knowledge products

since establishment have risen to 52. The Table below provides a detailed overview of our performance in numbers since 2018.

TABLE 1: REVIEW OF OUR PERFORMANCE SINCE INCEPTION

Initiative	Period					Total
	2018	2019	2020	2021	2022	
Knowledge Generation (Publications)	6	5	16	12	13	52
Dialogues/Convenings	2	2	13	12	7	36
Trainings/Capacity Building	0	1	5	4	4	14
ITPs	5	2	5	1	4	17
No. of Regional Projects/Initiatives	-	1	2	1	3	7
Website Performance (no. of visits)	3,480	3,200	5,300	6,428	4,758	23,166
Social Media Performance (Twitter) - No. of followers	813	1,208	1,441	1,878	2,088	2,088
Social Media Performance (LinkedIn) - No. of Connections	-	-	-	311	304	304
Social Media Performance (FB) - No. of followers	271	510	726	1,867	2,328	2,328
Social Media Performance (Twitter) - Impressions	332,746	323,653	291,614	343,800	168,484	1,460,297
Social Media Performance (LinkedIn) - Page views	-	-	-	1,061	631	1,692
Social Media Performance (FB) - Impressions	237	59,211	29,897	9,428*	8,998	107,771
Staff Compliment	5	11	12	12	15	15

Whilst we are excited about the progress made to date, we remain cautious about the operating environment. There are ongoing government-led efforts to exert more control over the activities of non-profit organisations within the sub-region and Zimbabwe is arguably the worst affected

The path to full democratisation and inclusive development remains under attack from various quarters but especially the ruling elites



by these control measures. The proposed Private Voluntary Organisations (PVO) Bill if passed, will severely constrain the activities of organisations registered outside of the PVO framework. Our earlier research confirms that most non-profit organisations working across Zimbabwe are registered as Trusts or as Voluntary Organisations with self-managed constitutions. The PVO Bill means that all these entities will be barred from soliciting for funding, and they will have to re-register as PVOs. The consequent shrinking space for non-profit organisations is not limited to Zimbabwe. Almost all of the countries within the Southern Africa Development Community (SADC) region are going through a variety of legal reforms that are aimed at ‘policing’ civil society. These government-led measures compound the funding pressures that civil society organisations have been grappling with since the breakout of the COVID-19 pandemic.

Whilst Civil Society Organisations (CSOs), including us, are grappling with existential questions, there are significant shifts within the political and development terrain. The democracy project is under attack and this especially evidenced by the ways in which elections are conducted. We spent quite some time carrying out research on obstacles to free and fair elections and the research output was a book on [electoral capture in Mozambique, Zambia, and Zimbabwe](#). We have also been systematically tracking, through research, citizens’ response to the decline in democracy and the challenges posed by this decline. Our research shows that in many instances [citizen protest](#) is the default response to the decline in democracy. The path to full democratisation and inclusive development remains under attack from various quarters but especially the ruling elites. There is need for re-awakening citizen-based forms of mobilisation, not only in the form of protests, but for citizens to engage in processes of value creation, solidarity and alternative forms of production and wealth accumulation. Our work, as this report will show, has mostly focused on tracking and understanding what citizens do, nurturing agency through dialogues and training, supporting those at the frontlines of changes through training and sharing information through our integrated technology platforms. We declared at the beginning of the year 2022 that it will be the year of Citizens. We still believe that citizens’ solidarity is the missing ingredient to enhancing democracy and inclusive development.

Tendai Murisa



1.0 INTRODUCTION



This annual report covers the calendar year 2022 and has been prepared as a true and accurate account of the SIVIO Institute's activities and engagements throughout the year. The report integrates material aspects of the organisation's program work with all compliance issues of the year 2022. The report assesses the progress made against our aspirations for the year. It also illustrates how we are making progress vis-a-vis the benchmarks set in our strategic plan towards expanding our work across Africa and increasing our knowledge production.

Our focus was mostly on consolidating the activities carried over the years and we correspondingly embarked on a modest regionalization process. Our regional work now comprises of 60% of the organisation's portfolio. There were no major staff movements. We retained our hybrid approach which entails a deliberate choice between remote working and office presence.

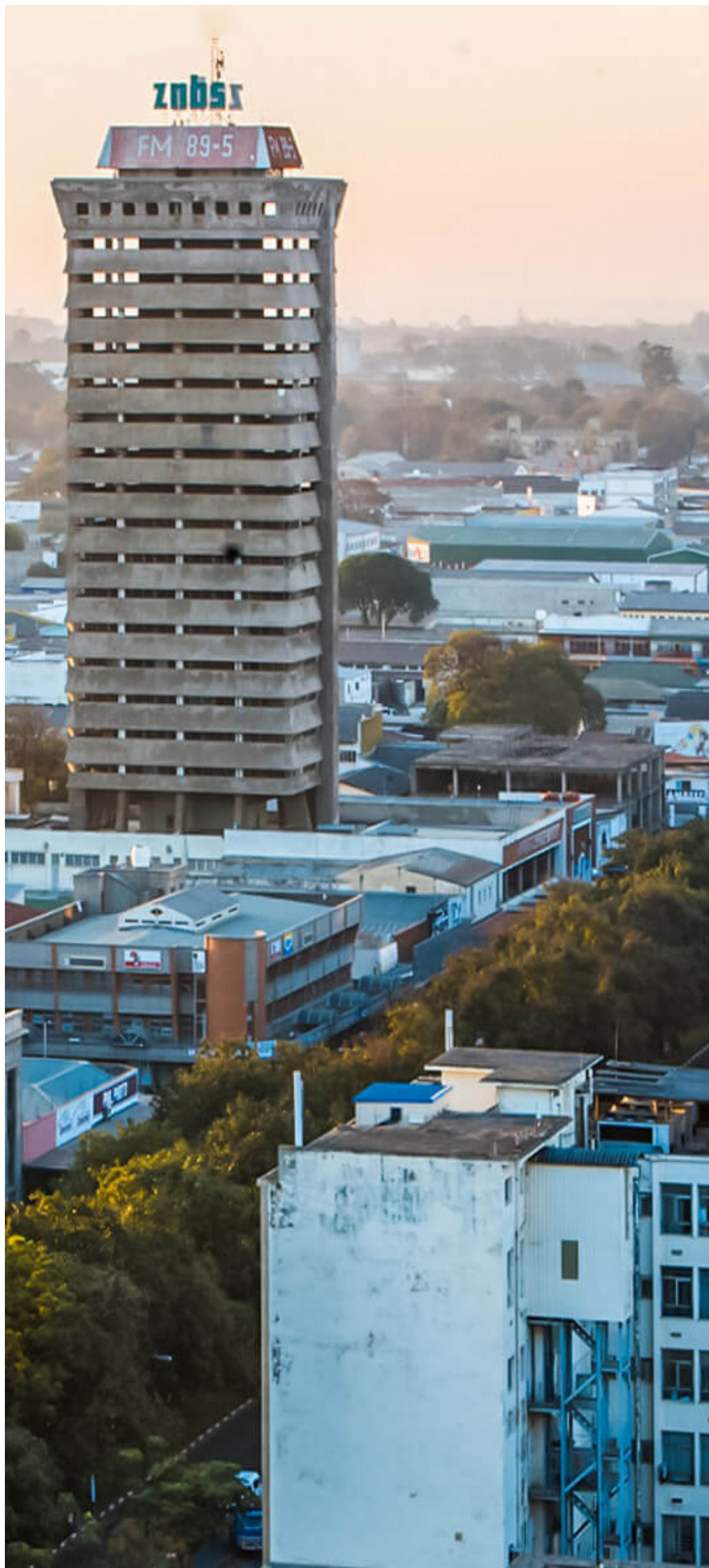
The report additionally provides insights into the activities carried out by the organisation in addressing the ongoing challenges of democracy and development. Our program activities were undertaken within the context of several democratic challenges encompassing an increasingly shrinking non-government organisational space and funding limitations. Despite these challenges, we managed to secure new resources to further expand our work into the African continent and we undertook three new regional initiatives with an initial focus on SADC countries. Our policy work has expanded to include a focus on mining revenues in Zimbabwe. As part of our 'turn obstacles into opportunities' philosophy, we took the challenge of shrinking space as an opportunity for us to develop two regional initiatives that focus on deepening our understanding of the problem. We have since developed an interactive online platform fittingly called the '[African Agora](#)' as part of an ongoing attempt to map the ways in which the public space is under threat. The report discusses in detail the tools utilised to encourage citizens to take responsibility for inclusive development and democracy through active participation in their communities and

We have developed an interactive platform called the '[African Agora](#)' as part of an ongoing attempt to map the ways in which the public space is under threat



complimenting the efforts of central and local government in building inclusive societies.

Where appropriate, the report uses graphical representations, statistical analyses and tabular illustrations to enhance understanding. In some cases, comparisons with the previous year's data have also been used in order to illustrate historical trends and show the extent of growth and progress of the organisation.





2.0 CONTEXTUAL ANALYSIS: 2022 AT A GLANCE



The African continent faces the threat of increasing authoritarianism. Several countries are engaged in the process of undoing constitutionally guaranteed freedoms by imposing restrictions on freedoms of association, speech, and assembly. There is an unbridled rise in populism, closing off public spaces and a clampdown on citizen dissent. In 2022 there were [several protests](#) in Eswatini (demanding better working conditions and pro-democracy reforms); Malawi (high cost of living and corruption); Mozambique (rising fuel prices and cost of living); South Africa (cost of living, power cuts and high unemployment rates) and Namibia (escalating fuel prices). In Zimbabwe, such protests have mostly been banned and restricted to social media spaces.

In addition to the increased restrictions by the state and attempts to push back by citizens, across the continent there are growing frustrations caused by the low levels of social and economic development. The unresolved twin challenges of democracy and development can only be addressed by a renewed focus and investment into what citizens do for each other and with each other, and also what they do within the public space (agora).

In Zimbabwe, the first half of 2022 was characterised by hyperinflation in both Zimbabwe Dollar and US Dollar terms. This in turn caused rising costs of food, basic commodities and utilities. The government of Zimbabwe (GoZ) came up with several measures to contain hyperinflation which include the introduction of gold coins as a savings instrument. These measures led to relative stability within the economy to the extent that the second half of the year has been characterised by a more stable economy. In addition, the country anticipates a record breaking wheat grain yield with production set to be higher than demand. However, the livelihoods of many people in Zimbabwe remain highly compromised and impoverished.

Politically, the country remains highly polarized along partisan lines, and this has been further heightened in the ongoing run-up to the general elections in 2023. The participation of citizens in public processes remains tokenistic and there have been limited attempts by the state to develop the voices of citizens and create trust between the government and citizens.

The year has also been characterised by continued threats to the civic space with the looming Private Voluntary Organisations (PVO) Amendment Bill (2021). Additionally, in November 2022 the Zimbabwean Cabinet resolved to approve the proposed Amendments to the Criminal Law (Codification and Reform) Act or Patriotic Bill which if passed, will criminalise correspondence with foreign governments without approval by the state; making statements considered harmful towards the country; private correspondence with foreign governments; and private citizens travelling to foreign countries as self-appointed ambassadors meeting foreign officials undermining the interests of the nation. If passed the Bill will allow the government to investigate private communications between citizens and officials of foreign governments.

In 2022 there were several protests in Eswatini, Malawi, Mozambique, South Africa, and Namibia.



3.0 OUR PROGRAM APPROACH: A RECAP

In 2022, we effected changes to the program infrastructure. The Centre for Policy Analysis and Advocacy has been renamed the Centre for Civic Engagement. The need for renaming became obvious when shifts began to surface within the operational environment and our realization that policy analysis and advocacy alone would not create sufficient energy for the push back required for a more democratic public space.

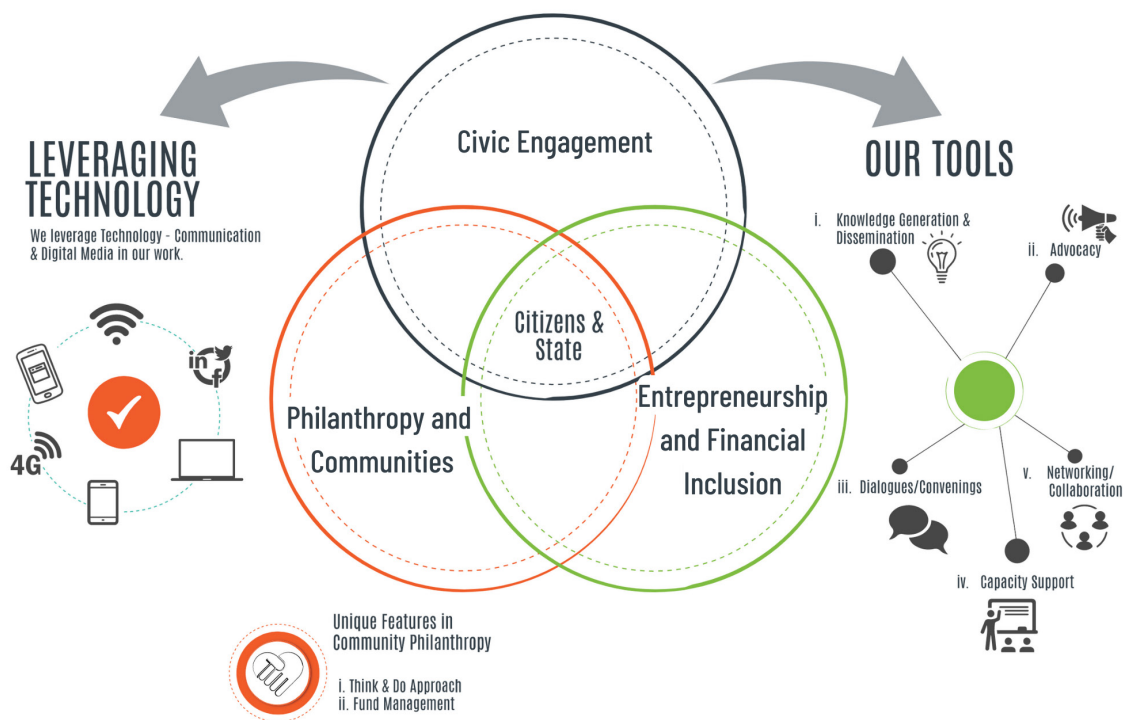


FIGURE 1: HOW WE WORK

4.0 HIGHLIGHTS FROM OUR PROGRAM CENTRES



4.1 CENTRE FOR CIVIC ENGAGEMENT



Eddah Jowah, Coordinator

The year under review was exciting for the Centre because of all the work done in Zimbabwe and more broadly across the region. One of the most important considerations made by the centre was to broaden our scope of work beyond just public policy, enhancing government accountability and citizen participation in public processes, to include work on supporting citizens' agency. The need for citizens' agency has become increasingly important due to the worrying developments across the continent where governments are passing laws that inhibit freedom of association and expression and policing civil society organisations operations. In response to the problem of the shrinking civic space across the continent, we have developed a monitoring tool called [African AGORA](#), with an initial focus on the Southern Africa

Always looking to provide citizens and citizen-led formations with tools and resources that support and enhance their work



Development Community (SADC) region. Our work is anchored on the belief that without active citizens, transformative democracy and inclusive development cannot be achieved.

Key highlights within the Centre for Civic Engagement in 2022 include our expansion of the work we do on policy tracking into the region with the creation of the [African Citizens Watch Policy Tracker](#). We now track the policy performance of government in Malawi, Zambia and Zimbabwe. We published our book on [Electoral Capture in Africa](#) looking at electoral processes in Mozambique, Zambia and Zimbabwe. We are excited about this work and the prospects of further delving further into the African continent on this subject. We were also able to expand our policy work by focusing on the mining sector in Zimbabwe with the goal of enhancing revenue transparency in this industry.

We are always looking to provide citizens and citizen-led formations with tools and resources that support and enhance their work. As highlighted earlier in the report, we have noted with concern the shrinking civic space across the continent. [The platform](#) seeks to ensure that civil society organisations can proactively respond to the threats and challenges posed by government regulations which are aimed at restricting the work of non-state actors and citizens' attempts at mobilising and working together. Beyond tracking the threats posed on civic spaces we have also introduced an online course; [An Introduction to Civic Engagement](#) which was offered in the second half of the year.



Belinda Chaora, Coordinator

4.2 CENTRE FOR ENTREPRENEURSHIP AND FINANCIAL INCLUSION ■

In 2022 the Centre for Entrepreneurship and Financial Inclusion made inroads into the financial inclusion discourse in Zimbabwe and the SADC region. We carried out research on financial inclusion in Zimbabwe and launched the [Financial Inclusion Index](#) together with our first-ever report on the level of [Financial Inclusion of Micro, Small and Medium Enterprises in Zimbabwe](#). Both these products mark the

beginning of what will be an ongoing exploration of financial inclusion on the continent. We collaborated with the University of Johannesburg's Institute of Pan African Thought and Conversation and co-hosted a conference on [Women, Gender and Financial Inclusion](#). We were part of the consultation carried out by the [Reserve Bank of Zimbabwe](#) as they planned for the development of the Second National Financial Inclusion Policy.

In the area of entrepreneurship, we refined our training for those intending to enter into entrepreneurship across Africa. Our online [Introduction to Principles of Entrepreneurship](#) course is aimed at reshaping the ways in which would-be start up founders look at the value they are creating, their resourcing skills and their overall vision for their business. It is exciting to see the potential of new businesses expanded in each training session. The Centre looks forward to the year 2023 in which we will increase the collaborations that we started in 2022. We also aim to create new partnerships in financial inclusion and entrepreneurship on the African continent.

4.3 CENTRE FOR PHILANTHROPY AND COMMUNITIES

In 2022, we became members of the African Philanthropy Network and World Wide Initiative for Grant Maker Support (WINGS) to improve collaboration and enhance our visibility in the community of African and global philanthropy-focused practitioners. We published our book on [Community Foundations in Zimbabwe](#) based on a qualitative study undertaken in the year 2021. We have since July 2022, been carrying out research on how the existing legal environment in Southern Africa affects philanthropy. We developed and deployed the first training course for the centre – [School for Sustainable Civil Society Organisations/Non-Profits](#). The [Philanthropy Lab](#) remains the most popular integrated technology platform across the organisation with 6,764 page visits and 4,167 users in 2022. The Philanthropy Lab has resources and materials that individuals and communities in various parts of the globe can access and use to guide them when setting up formal structures of philanthropy such as community foundations. Through the Philanthropy Lab, SIVIO Institute hopes to create an avenue that will help catalyse and grow community philanthropy in Africa.



Shelly Satuku, Coordinator

We were involved in a number of regional initiatives aimed at nurturing philanthropy in the region. We collaborated with the University of Witwatersrand's Centre for African Philanthropy and Social Impact (CAPSI) by co-participating in the African Philanthropy Academic Conference and co-publishing a report on [High Net Worth Philanthropists](#) in three (3) selected African countries.

We are happy to report that the Centre released two (2) publications from the Community Foundations in Zimbabwe study. The first publication is a [Compendium](#) and the second publication is a [Community Foundations in Zimbabwe](#) book. We participated in the inaugural African Philanthropy Academic Conference where we presented on the Role Played by Community Foundations in Zimbabwe. We attended the 3rd African Philanthropy Conference as well as the African Philanthropy Network Assembly that was held in Uganda. We also embarked on a 10-country SADC regional study on Understanding and Enhancing the Legal Framework for Philanthropy in Southern Africa.

5.0 SUMMARY OF PROGRAM ACCOMPLISHMENTS IN 2022

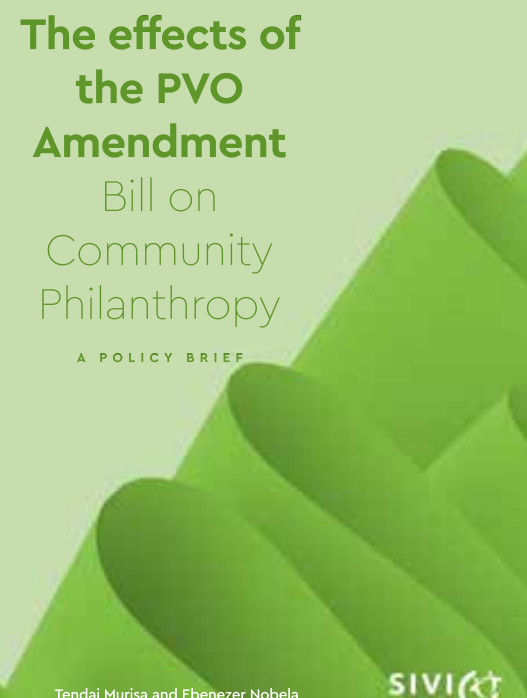
Figure 2 illustrates the outputs that were produced across different tools in 2022 compared to 2021.



FIGURE 2: OUTPUTS VS TOOLS 2022

5.1 KNOWLEDGE GENERATION AND PUBLICATIONS

Our target in 2022 was to produce 15 publications. As of December 2022, we completed 13 publications. We produced nine knowledge products that we published internally and these include three books, three research reports, two policy briefs/digests and one compendium. We produced four publications for external parties namely: The Lilly Family School of Philanthropy, CAPSI, Journal of the International Council for Small Business and WINGS.



Belinda R. Chaora

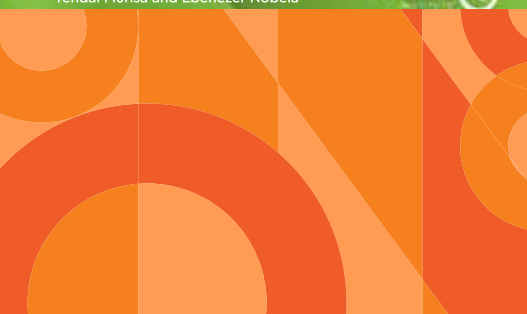
Electoral Capture in Africa

Case Studies from Mozambique, Zambia, and Zimbabwe



Edited By

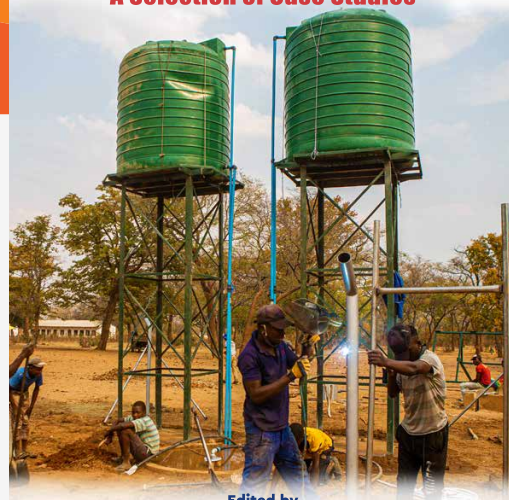
Adebayo O. Olukoshi



Directory of Community Foundations in Zimbabwe

COMMUNITY FOUNDATIONS IN ZIMBABWE

A Selection of Case Studies



Edited by

Tendai Murisa, Eddah Jowah and Shelly Satuku



Tendai Murisa

2021 Citizens' Perceptions and Expectations Survey Report

Daniel Mususa

February 2022



sivioinstitute.org

FIGURE 3: KEY PUBLICATIONS IN 2022

We produced our survey report on the [Financial Inclusion of Micro, Small and Medium-sized Enterprises in Zimbabwe](#) which opened partnerships with the Reserve Bank of Zimbabwe and the University of Johannesburg. The newly released book on [Community Foundations in Zimbabwe](#) cemented our networks with WINGS and the African Philanthropy Network.

The 2022 publications explored a range of themes such as land tenure, electoral capture, community philanthropy, accountability, financial inclusion and democracy. These publications have been downloaded close to 900 times with a total of 2,081 views on our knowledge hub on the website.

The publications produced in 2022 are listed below:

- i. Three Zimbabwe Focused Research Reports based on nationwide studies:
 - [Contested \(claims of\) Progress: An analysis of government performance 2018 - 2021](#)
 - [Financial Inclusion of Micro, Small and Medium Enterprises \(MSMEs\) in Zimbabwe](#)
 - Our annual CPE Report - [2021 Citizens' Perceptions and Expectations Survey Report](#)
- ii. One Policy Brief on [The Potential Effects of the PVO Amendment Bill on Community Philanthropy](#).
- iii. One Policy Insight on customary tenure in Zimbabwe entitled '[The Past in the Present: Challenges of Protecting Customary Tenure Provisions -The Chilonga Case](#)'.
- iv. One Compendium/Directory - [Directory of Community Foundations in Zimbabwe](#).
- v. Three Books on:
 - [Electoral Capture in Africa -Case Studies from Mozambique, Zambia, and Zimbabwe](#)
 - [Rethinking Citizens and Democracy](#)
 - [Community Foundations in Zimbabwe: A Selection of Case Studies](#)
- vi. Four publications for external entities:
 - Reviewed the report by the Indiana University Lilly Family School of Philanthropy discussing their [Global Philanthropy Environment Index for Sub-Saharan Africa](#)
 - An article for CAPSI on [High-Net-Worth Philanthropists: Case of Three Selected Countries \(Mauritius, South Africa and Zimbabwe\)](#)
 - An article for the Journal of the International Council for Small Business on [Re-imagining Survival Under COVID-19: A Microbusiness Perspective of Navigating Constant Business Disruption in Zimbabwe](#)
 - A blog post for WINGS on [Philanthropy by Africa's Billionaires](#). This came as a result of the article written for CAPSI. It was ranked as the 2nd most-read blog published by WINGS in 2022.

5.2 DIALOGUES AND CONVENINGS

In the year 2022, we organized three dialogues and two workshops.

These include [launching of the Financial Inclusion in Zimbabwe Report](#) and [Community Foundations in Zimbabwe](#) Book and a [Regional Dialogue on Nurturing Accountability on Policy Implementation](#) – focused on the work done using our African Citizens Watch Policy Tracker. We also held two workshops in Zambia and Malawi to discuss the tracking platform with local CSOs. This information is presented in Figure 4.

NUMBER OF PARTICIPANTS AT SIVIO DIALOGUES

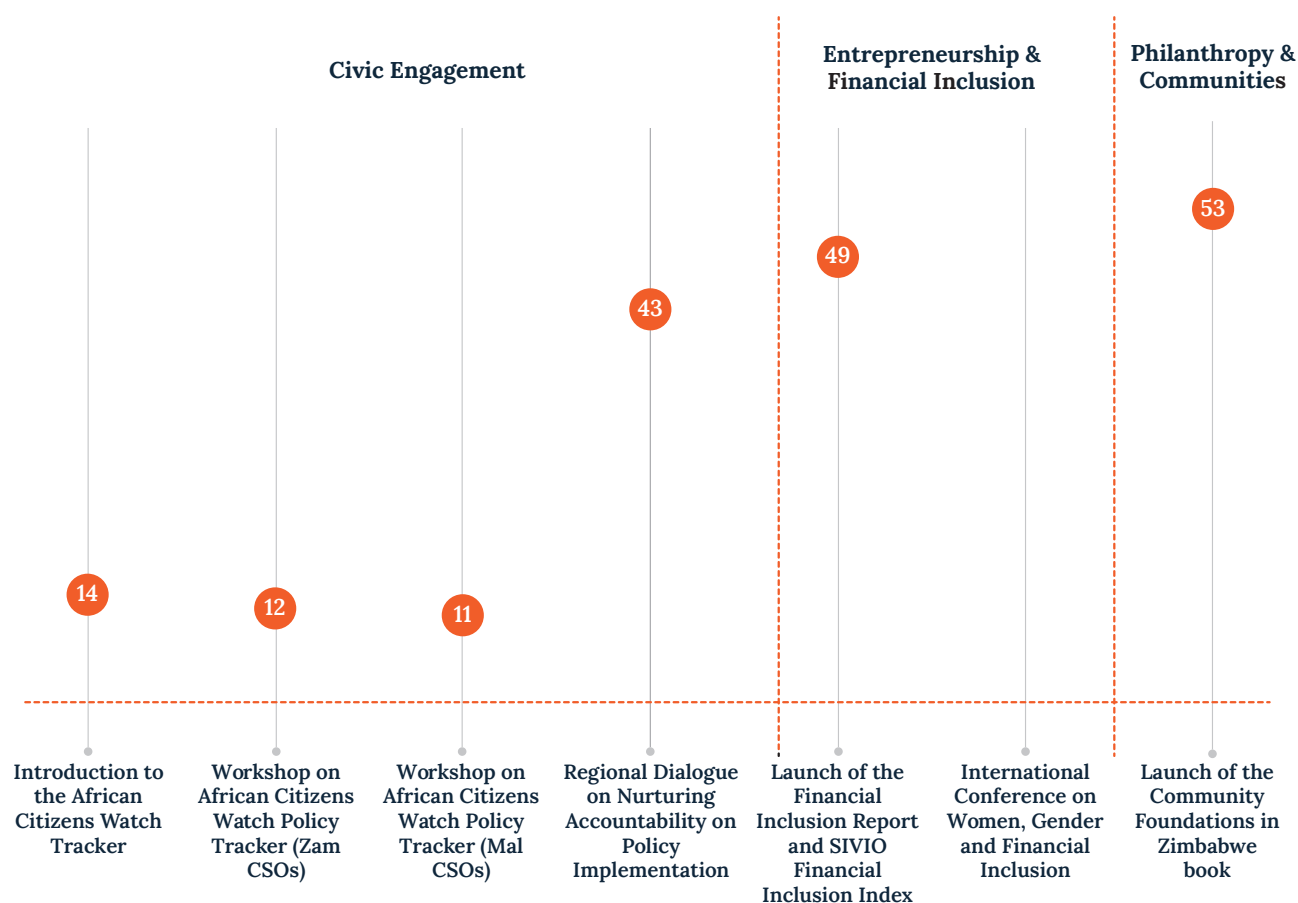


FIGURE 4: PARTICIPANTS AT DIALOGUES HELD IN 2022

5.3 TRAINING AND CAPACITY BUILDING

We re-launched the [SIVIO Institute Online Training School](#) on the 29th of July 2022 with the aim to promote continuous learning and improvement. In the past, we have had our online training school open for a certain period but in 2022 we introduced a self-paced approach and leveraged technology to allow for the automation of processes. This allowed participants to register for their desired course, complete the course and receive their certificate of completion with close to little interaction from the SIVIO Institute team. The self-paced approach was also designed to allow participants with demanding work and family commitments to participate without imposing any more pressure. The school offered three courses which align with our centres of work and these were: [Introduction to Civic Engagement](#); [Introduction to Principles of Entrepreneurship and the School for Sustainable Civil Society Organisations](#). All three of the courses were run completely online. Figure 5 below provides a breakdown of the participants who enrolled and subsequently completed the training courses.

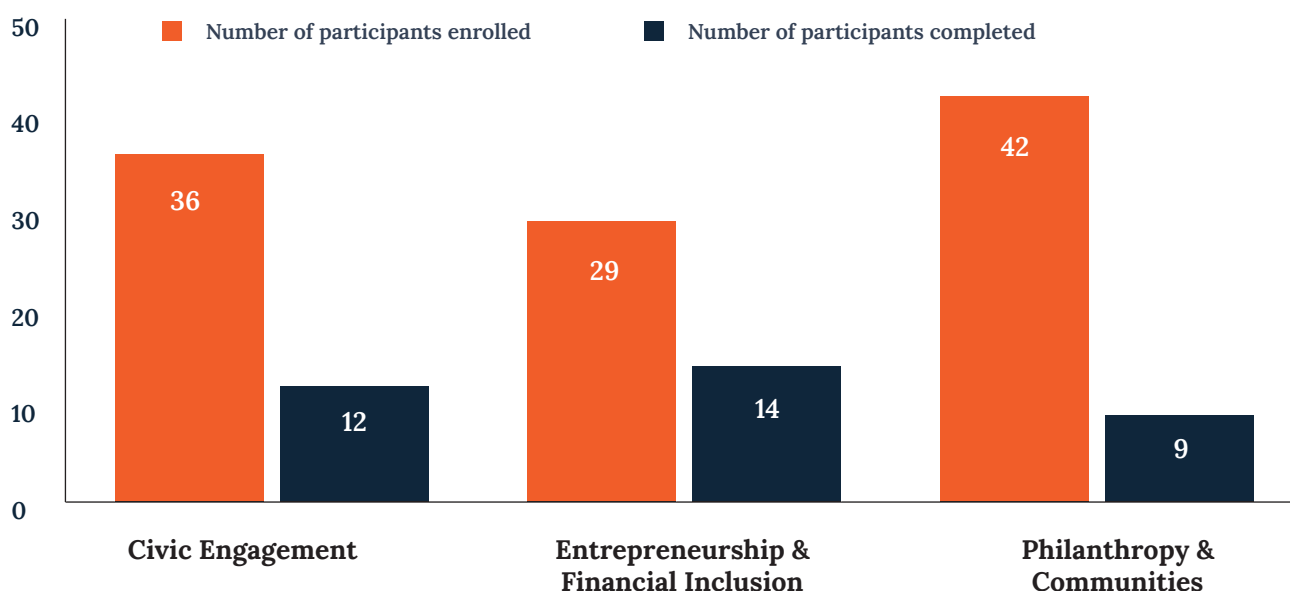


FIGURE 5: PERFORMANCE OF SIVIO TRAINING COURSES

In alignment with the organisation's overall strategic goal to grow its influence regionally, the training courses were tailor-made for a regional audience. While the majority of the participants enrolled were from Zimbabwe (79), we started making inroads into

the continent, with 14 of the participants coming from outside Zimbabwe. We also had participants from countries outside of the African continent register for our courses (see Figure 6).

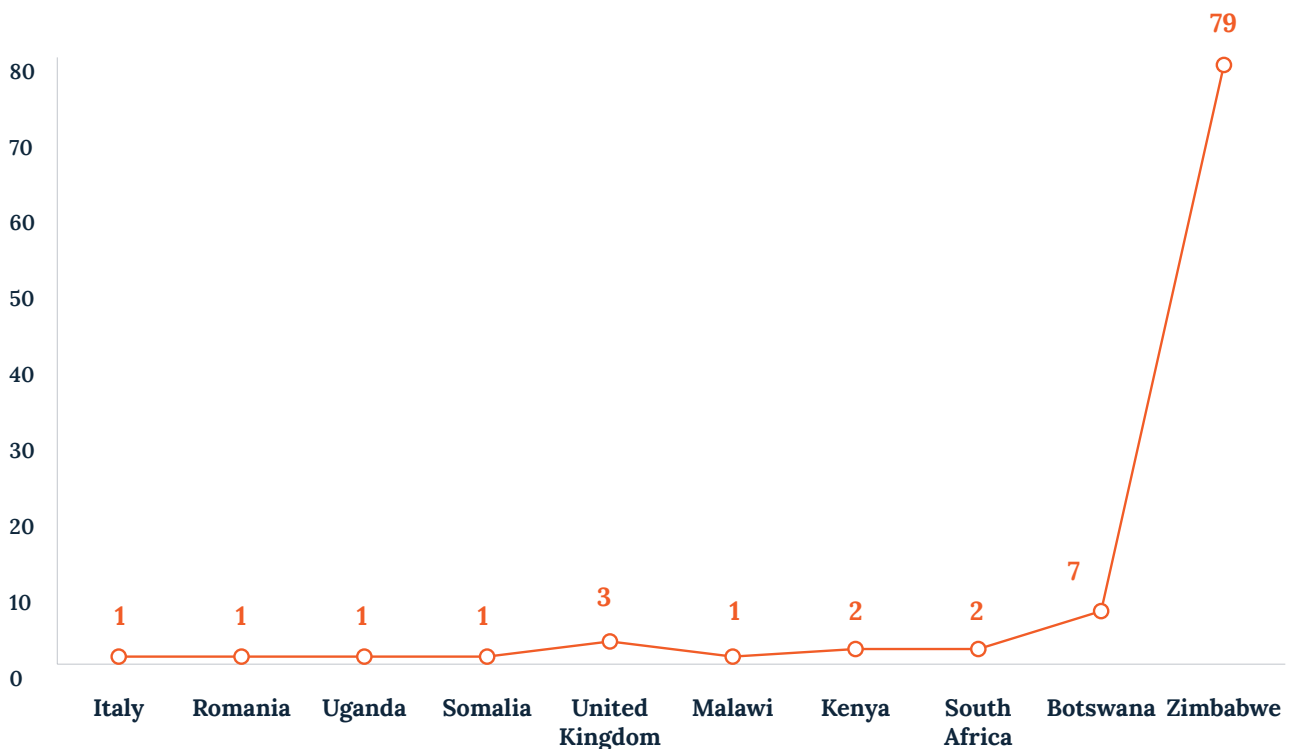


FIGURE 6: TRAINING PARTICIPANTS BY COUNTRY

Our expansion of training initiatives beyond Zimbabwe also included a Policy Advocacy Lab training session with 30 organisations (cotton-focused interest groups) in Zambia and this was done in partnership with TrustAfrica.

5.4 INTEGRATED TECHNOLOGY PLATFORMS (ITPS)

In 2022, we produced four new platforms and improved how our existing platforms work. The [Financial Inclusion Index](#) was developed out of the financial inclusion study of 2021, with an exploration dashboard developed using Microsoft's Power BI. We were able to expand [ZimCitizensWatch](#) to begin to track the performance of governments in Malawi and Zambia. The expansion has resulted in the development of the [African Citizens Watch Policy Tracker](#).

As part of our continued regional expansion, we also developed the [African AGORA](#) platform which tracks the shrinking civic space in the SADC region and the tracking is done using rigorous desktop analysis of the legal instruments affecting civil society organisations in 12 countries: Angola, Botswana, Eswatini, Lesotho, Madagascar, Malawi, Mozambique, Namibia, South Africa, Tanzania, Zambia and Zimbabwe.

In 2022, a web developer joined the team and this has helped with the production and management of all of our technology platforms – which is now a [repository of 17 platforms](#). The three new funders that we secured in 2022 all provided funding towards the development of new technology platforms.

We made improvements to [the website](#) and added the [Evolution of Land Policy in Zimbabwe](#) timeline; and the [Agriculture in Africa Dashboard](#)

Table 2 highlights the performance of all our digital platforms (existing and new) in 2022.

TABLE 2: PERFORMANCE OF DIGITAL PLATFORMS IN 2022

Platform	Users	Sessions	Average length of session
SIVIO Institute Website	4'755	9'833	1m 20s
African Citizens Watch	665	1'303	1m 09s
ZimCitizensWatch	1'659	2'926	5m 12s
African Agora	156	397	4m 04s
African Citizenship Index	755	1'043	0m 19s
SIVIO Institute Financial Inclusion Index (SI-Findex)	75	100	0m 30s
Entrepreneurship Lab	628	715	1m 01s
Philanthropy Lab	4'167	5'276	1m 04s
Agriculture in Africa	-	603 views	-
Land Portal	219	312	0m 13s
Local Government Tracker	191	262	0m 21s
COVID-19 Tracker	471	505	0m 21s
#OpenBudgetZim	141	163	0m 55s

Social Media Platforms		
Social Network	Followers (End of 2021)	Followers (As of 31 Dec 2022)
Facebook	1 867	2 328 (25%)
Twitter	1 878	2 088 (11%)
LinkedIn	311	304 (-2%)
YouTube	17	44 (159%)

6.0 INSTITUTIONAL PERFORMANCE IN 2022

Our initial focus was to improve the skills and funding base as part of a broader organisational strengthening exercise. At the end of 2022, we managed to achieve the following:

- Staff development in the form of training on research and fundraising management skills;
- Strengthened our institutional operations with the development and approval of the Pandemic Policy;
- Obtained a clean 2021 audit;
- Retained two funding partners and increasing our funding base by securing three new funding partners;
- Expanded our networks through engagements with African Philanthropy Network (APN) and the World Wide Initiative for Grant Maker Support (WINGS) networks;
- We held four board meetings.

As of December 2022, our gender composition across the Board and staff is as outlined in Table 3:

TABLE 3: ORGANISATIONAL COMPOSITION

Description	Male	Female	Total
Board Members	5	3	8
Staff Members	4	11	15



7.0 CONCLUSION – WHAT AWAITS US IN 2023



Despite the challenges to do with the shrinking public space and shifting donor priorities, we achieved several strategic milestones in 2022. One of our top most priorities was to grow our regional footprint. By the end of the year, our regional work grew to 60% of the total program portfolio. We had three regional initiatives covering a total of 12 countries in the SADC region. This is extremely important to achieving our goal of being a pan-African think tank. We were able to attract new donors and retained existing partners. We have joined two important networks of collaboration (APN and WINGs).

The African continent still continues to face a number of challenges related to advancing inclusive democracies and equitable development. One of the major effects of the COVID-19 pandemic has been the decrease in international aid flows into the continent. As governments face continued challenges in ensuring service delivery and economic growth, we are likely to see growing frustrations and pushback by citizens and increased authoritarianism by governments in an attempt to retain power.

Similar to the 2022 context, the year 2023 will be centred on elections and electoral processes. The continent will have a total of 23 sets of elections (including 9 presidential elections) with the most keenly followed elections likely to be those held in Nigeria, Sudan, Liberia and Zimbabwe. It is anticipated that most of the outcomes of these elections be highly acrimonious and contested. This raises the need to de-escalate elections and place them alongside other democracy tools which include improved citizen participation, ongoing processes of public accountability, co-production, co-creation and collaboration. Likewise, we note that election results are usually contested in

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passionate and
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the continent's
problems**



under-developed regions. The concentration of contested elections in these regions suggests that state power is considered a route to accumulation. Thus, the focus, should be on building strong institutions which provide predictable routes for accumulation.

We envision our continued role to be working alongside and supporting those at the forefront of championing a more inclusive society in Africa. We remain passionate and resolute in our push for citizens to become more engaged and involved in solving the continent's problems. Without this involvement, those in decision-making positions will continue to re-cycle and re-use the same strategies and approaches that have failed to yield any meaningful and progressive results.

In light of all these issues, our work in 2023 will incorporate the expansion of the [African AGORA](#) beyond the initial 12 SADC countries. We will work to improve our training initiatives and focus areas towards building active citizens across the continent. In addition, we want to create conducive platforms for increased dialogue and engagement between citizens and public officials.

To advocate and drive for a more inclusive society requires adequate resourcing in the form of money, time or skills. It will require opportunities for citizens to generate and mobilise resources to resolve local and continental issues. As the international funding/resourcing pool decreases, our aim in 2023 is to drive domestic resource mobilisation and to create avenues to partner with ordinary citizens who want to support the work we undertake as SIVIO Institute. In the previous year we developed our [Individual Giving Platform](#) and in 2023, our focus will be on mounting that platform to other organisations and to enhance local giving by Africans for African-led initiatives and organisations. Our aim is to change the narrative of Africa being a continent that only receives external aid and resources to a continent where local resources, skills and knowledge are being mobilised to achieve the continent's development.



GOALS

We have two interrelated goals that speak to our mission and existential challenges.

MISSION-RELATED GOAL

To nurture and influence increased citizen-led processes for effective democratic systems and equitable development in at least 10 African countries within the next ten years.

INSTITUTIONAL GOAL

To build a well-recognized resilient institution working across Africa with capacities to attract and retain talent, adequate reserves of at least US\$1 million, a permanent office campus, and a stellar reputation.

Our values are divided into two

Mission-related values and institutional related values:



VALUES

INSTITUTIONAL RELATED VALUES

- For us to effectively influence processes, we need to have guideline values in the team.
- We believe that all are born equal, and we have unique and different expressions of our gifts. We are guided by the principles of Ubuntu (I am because you are). In our organisation, we will relentlessly pursue and allow for the expression of innovation and creativity. We are committed to excellence in all that we do. We are accountable and transparent to each other and to those that work with us. Our dedication to equitable development and inclusive democracy remains unshakable.

Our objectives are:



OBJECTIVES

- To enhance accountability and transparency in African political systems;
- To promote equitable, responsive and acceptable paradigms of development across Africa;
- To improve citizen participation and engagement with officeholders in public processes;
- To build long term resilience;
- To enhance institutional capacity (Processes, Human Resources, Financial Sustainability, Visibility)