Directory of Community Foundations in Zimbabwe

March 2022
# Organisations Profiled

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Youth for Innovation Trust is a community foundation that works with the notion of “ohh kumele ngikhulumele phezulu” which translates to “oh I should speak aloud”. The entity works with young people to promote youth development. It is involved in building schools and ensuring that young girls take up and utilise new technologies.

Its main thematic focus areas are youth empowerment, human rights, gender equality, entrepreneurship and technology, and cultural and environmental rights.

The organisation started operations in 2015 and registered as a Trust in 2016. Youth for Innovation Trust is based in Bulawayo,
Zimbabwe where it has its offices in the Bulawayo Central Business District. Its operations cover all the 29 wards in Bulawayo province.

**RESOURCE MOBILISATION**

The Trust considers people as its greatest asset. It has a membership base of approximately 5000 people aged between 10 to 35 years of age. The organisation’s networks and community members bring in their expertise, skills, physical resources, and money for the various initiatives. Other external people donate money and volunteer their skills to help the Trust. Members pay a quarterly subscription fee and those with small projects also help sustain the work of the entity. The Trust also receives external grants.

**KEY ACHIEVEMENTS/IMPACT**

The Trust has embarked on skills development for the youth and advocacy for education. They make use of arts and entertainment to reach out to youths that engage in drug abuse. The organisation’s approach allows the youth to participate in suggesting initiatives that may help them in their communities. They have created spaces for people to have conversations on societal vices and better exposure to different challenges that youths face within their community and globally. The organisation has also trained youths in digital skills. Through collaboration with other entities like the National Association of Youth Organisations (NAYO), the entity has managed to expand its reach and influence in the province.
Youth for Innovation Trust

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COMMUNITY FOUNDATION FOR THE WESTERN REGION OF ZIMBABWE

ABOUT THE ORGANISATION

The Community Foundation for the Western Region of Zimbabwe (CFWRZ) was formed through a concept called “qogelela”, which is a Ndebele term for “collective saving”, whereby the communities came together and contributed US$1.00 each. It was established to empower economically disadvantaged...
members of society. The collected money became the seed fund that was then used to attract external funders. Its main thematic focus areas are community development and empowerment.

The organisation was established in 1998 where it was registered through a Trust Instrument*. Its offices are in the Bulawayo Central Business District but it extends its operations to three provinces namely, Matabeleland North, Matabeleland South, and Midlands. Its operations mainly target rural communities like those in Bulilima and Mangwe Districts but it also includes some selected urban areas in Bulawayo.

**RESOURCE MOBILISATION**

The organisation mobilise resources from existing community structures. Although they do not have registered membership, they have rural groups of women and men that they work with. Women constitute 90% of the community members that are active in their initiatives. They have approximately 100 groups of women each made up of 15 to 20 individuals. The community, through the “qogelela” (collective saving) concept contributes monetary resources towards the entity’s initiatives. Communities also mobilise resources for projects through non-monetary contributions such as voluntary labour, skills, and other productive assets. Some members help to fetch water, mould bricks using readily available raw materials, pay the builders or bring food for the builders during community-building projects. The Trust also receives donor funding from

international organisations.

**KEY ACHIEVEMENTS/IMPACT**

The organisation has awarded grants, trained communities, built schools and small dams, provided nutrition gardens, paid school fees for children, and funded income-generating projects for women in communities. The entity has built a marketplace where people sell their goods.

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NOZIZWE MOTHER OF NATIONS CHARITABLE TRUST

BULAWAYO
NOZIZWEMOTHEROFNATIONS.ORG

ABOUT THE ORGANISATION

Nozizwe Mother of Nations Charitable Trust is a social impact organisation that assists communities with resources like food and wheelchairs for the disabled as well as school fees and psychosocial support. The organisation was influenced by the founder’s grandmother who was based in Mozambique. She practised philanthropy and influenced the community to practice acts of kindness which subsequently led to its becoming a community effort.

Its main thematic focus areas are psychosocial support
and community services for the elderly, disabled and orphaned. The organisation is based in Bradfield, Bulawayo with various donation points in Bulawayo province. Its operations started in 2018. The organisation was registered as a Charitable Trust in 2019 and is awaiting registration as a Private Voluntary Organisation. Its operations started in Bulawayo but it has been able to distribute donations in other parts of the country such as Mhondoro.

**RESOURCE MOBILISATION**

Due to the various donations points, communities have availed buildings where resources are gathered. The points have enabled it to become a community effort where people bring in resources like food, money, clothes, and wheelchairs. These are then distributed to the vulnerable members of the community who include the old, the disabled, the homeless, orphans, and widows. Collaborations with other organisations have led to increased visibility thereby enabling it to receive donations from other organisations. The organisation also practices barter trade with other entities as they exchange resources that each one needs for their operations. The organisation has been able to mobilise experts such as doctors to volunteer and provide free consultations for vulnerable children within the community. Logistics companies also volunteer to help transport donated materials. The entity does not have a membership base but has up to 20 onsite volunteers, depending on the project, who help out with day-to-day operations.

**KEY ACHIEVEMENTS/IMPACT**

Its operations target the high-density suburbs of
Bulawayo but have extended the distribution of donations like wheelchairs and blankets to other parts of the country such as Gweru, Mhondoro, and Harare. The organisation has feeding kitchens in various locations in Bulawayo where more than a thousand children are fed every day. There has been an increase in the number of organisations and individuals providing support due to the organisation’s agility and credible footprint in distributing donations. They also empower orphans within orphanages to have life skills after leaving the orphanages.

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COMMUNITY ALLIANCE FOR HUMAN SETTLEMENT IN ZIMBABWE (CAHSZ)

HARARE

CAHSZ.ORG.ZW

ABOUT THE ORGANISATION

Community Alliance for Human Resettlement in Zimbabwe (CAHSZ) is a membership based social movement mainly comprised of internally displaced persons. These are members of the society who are displaced by natural disasters, human error, and policies such as the fast track land reform program. The entity
gathers the victims of displacement into Community-Based Organisations. The organisation's mandate is to create a mechanism that protects Zimbabwean citizens against arbitrary displacement by influencing policymakers to enact policies that protect people in their places of residency.

CAHRZ’s work is focused on, constitutional literacy capacitation and advocacy for internally displaced persons. The organisation started its operations in 2016 and formally registered as a Trust in 2019. CAHRZ is based in Harare and extends its operations to Mashonaland East, Mashonaland West, Mashonaland Central and Masvingo. Membership spreads across Zimbabwe, mainly in urban and farming areas.

**RESOURCE MOBILISATION**

The organisation has more than 6 000 members. The members pay a monthly subscription fee of US$20.00 to help the organisation carry out its operations. However, only a few can afford to pay the monthly subscriptions. The secretariat is responsible for resource mobilisation. They also partner with other organisations working in the same field where they share the costs of operations for selected projects. Other organisations like the National Association of Non-Governmental Organisations (NANGO), Zimbabwe Land and Agrarian Network (ZiLAN) and Habitat International Coalition provide technical support to CAHSZ.

**KEY ACHIEVEMENTS/IMPACT**

CAHSZ facilitates dialogue and partners with the Ministry of Justice, Legal and Parliamentary Affairs and the Zimbabwe Human Rights Commission in capacity
building through training communities on human rights and the constitution's provision regarding land ownership and arbitrary displacements.
ABOUT THE ORGANISATION

Jekesa Pfungwa Vulingqondo (JPV) is a women’s non-governmental organisation, formerly a branch of The Women’s Institute founded in 1947. The name means ‘to open the mind’ in Shona (Jekesa Pfungwa) and Ndebele (Vulingqondo). The entity used to conduct a variety of training in basic lessons for hygiene, cookery, baking, and adult literacy. Their current thematic focus areas are) women empowerment and community development.

The organisation started its operations as JPV in 1983 and registered as a Trust in 2001. The organisation's main office is in Harare and it also operates in 5 provinces namely, Harare, Midlands, Bulawayo, Masvingo, parts of Matabeleland, and
across 20 districts of Zimbabwe.

**RESOURCE MOBILISATION**

The organisation values people as its main resource as well as the buildings they avail for the various meetings and programs that need physical gathering. The entity has a membership base of over 5000 members. These pay a subscription fee of US$2.00. Typical project implementation involves partnerships between the community and the organisation. In many instances, community members contribute at least 30% of the total cost of the project. The organisation also collaborates with other like-minded groups such as Self-Help Development Foundation, and Zimbabwe Women’s Bureau. The organisations apply for grants together as a way of mobilising resources.

**KEY ACHIEVEMENTS/IMPACT**

The entity promotes projects like sustainable agriculture, food security, homestead development as well as green enterprises. For the sustainable agriculture program, the entity provides solutions for affordable organic farming systems. It also provides training for communities to tackle food security issues. They also collaborate with the Ministry of Agriculture to acquire training which they take to the communities.
Our Children Our Hope Foundation was established in response to increased vulnerability during the COVID-19 induced lockdowns. The organisation was established as a Trust in 2020. It focuses on supplementary feeding of young children and the elderly within Epworth in Harare.

RESOURCE MOBILISATION

The Trust does not have a membership base but people volunteer to help with the everyday activities to keep the
kitchen running. Currently, the Trust is managed by three members who oversee the running of the Trust. Members of the community contribute by donating foodstuff, water (which is scarce in the area) and some have volunteered their time and labour to help with the feeding program. Some have donated utensils such as pots for the kitchen. The local church also donates goods for the feeding kitchen. External donors, both local and international, bring in cash donations. Some organisations doing the same charity work like Victory Adullam Foundation donated financial resources and Kuchengetana Trust have handed over some of their donated materials towards the foundation. In terms of current resource mobilisation strategies, one of the foundation’s members actively searches for donors. The organisation also makes use of fliers to call for donations where they have events, for example, Christmas parties.

KEY ACHIEVEMENTS/IMPACT

At its peak, the community kitchen established by the foundation was feeding more than 1000 children three (3) meals a day using mostly local resources.

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Mhondongori Resource Community Development Trust (MRCDT)

ZVISHAVANE

ABOUT THE ORGANISATION

Mhondongori Resource Community Development Trust was established in 2011 (formally registered in 2014) and operates in Zvishavane District within Midlands Province. MRCDT has three (3) full-time staff members and thirteen (13) board members. Its main objective is to make sure that everyone benefits from the extraction
Mhondongori Resource Community Development Trust

of mining resources (platinum) and makes sure that those who are into mining are doing it sustainably to protect the environment. The organisation also focuses on dealing with issues that benefit women and all vulnerable groups like youths and people living with disabilities. The organisation is also involved in capacity building and training of community members to become community monitors who are conscious about their environment and how to maintain it.

**RESOURCE MOBILISATION**

The Trust has invested in empowerment programs focused on reducing dependency on donors. The major asset for MRCDT is its members who are involved in volunteering their skills and time. These members work together to do brick moulding with locally available resources and build fishponds for their community. They have also raised resources from individuals and organisations outside of the community. The Trust also approached Mimosa Mine to provide them with support. Currently, the mine supplies the community with pallets which they use to make beehives for the community so that they can generate money from selling honey and make the Trust sustainable.

**KEY ACHIEVEMENTS/IMPACT**

The Trust has managed to encourage and train community members to engage in legal artisanal mining activities. They have also successfully engaged formal mining companies to hire locally. The decrease in unemployment also resulted in reduced crime rates around the community. The Trust has conducted several training sessions in productive agricultural activities to help members make the shift from artisanal mining.
Mhondongori Resource Community Development Trust

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WADZANAI COMMUNITY DEVELOPMENT TRUST (WCDT)

ABOUT THE ORGANISATION

Wadzanai Community Development Trust is a community development based organisation in the Chinamhora community of Goromonzi district of Mashonaland East Province. Its main mandate is to improve the economic status of women and promote them to actively take leading roles in development issues. The Trust provides training for income-generating projects and empowers women with knowledge of the
constitution of Zimbabwe. WCDT was launched in 2004 and was formally registered as a Trust in 2006. Initially, the organisation focused on women only but since women do not live in isolation, it adopted a holistic approach of working with other social groups, that is, the youth, men and traditional leaders in Goromonzi District. They also aim to help women know their rights and the youth refrain from drug abuse in order to become productive and economically empowered. The thematic areas of work for the Trust include women and youth empowerment, business skills training and community development.

RESOURCE MOBILISATION

The key resources that WCDT has is its people who are part of the organisation and the community members who are their beneficiaries. These contribute to the achievement of their set targets and goals. Fundraising is the Trust's major form of resource mobilisation as they get funding from donors such as the USAID. Donor funding assists the Trust to run training programs and embark on projects that keep the Trust sustainable. These projects include the construction of properties that the Trust rents out to generate income. The Trust also raises funds through projects like pig rearing.

KEY ACHIEVEMENTS/IMPACT

The Trust did a needs assessment to determine the skills training requirements of the people in the community. To date, the Trust has trained several women who have managed to set up their own businesses. Some women have broken barriers and ventured into the hardware business. Through these businesses, several women have managed to build houses for themselves.
and for renting out. The Trust empowered people to drill boreholes in Chinamhora so as to provide the community with safe water which was one of the community’s greatest needs. The Trust has also availed accommodation in the form of rooms that community members rent.

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HARARE RESIDENTS TRUST

ABOUT THE ORGANISATION

Established in 2008, the Trust is a community-based organisation that came into being to address societal challenges such as unequal representation as well as an unfair distribution of resources. The Trust was registered in June 2009 and now operates within 101 wards across Harare including areas in Chitungwiza, Ruwa as well as Epworth. Within Harare, the Trust effectively operates in 87 wards. It also seeks to advocate for the effective representation of residents of Harare Metropolitan Province in local governance issues.

The objectives of the Trust are:

▸ To empower citizens to demand accountability from
Harare Residents Trust

To enhance the capacity of council officials to be responsive to the needs of the citizenry.

To facilitate engagement among council officials, service providers and the citizenry to improve standards of living in Harare Metropolitan Province.

To monitor and audit the performance of service providers so that they deliver quality and affordable services to the citizenry.

The nucleus of the Trust's work is at the grassroots level within communities of Harare where it provides training on human rights, lobbying, capacity building as well as leadership development.

RESOURCE MOBILISATION

The Trust's resource mobilisation is mainly through membership contributions. The Trust had a membership base of approximately 69,800 in the year 2020. The members contribute US$1.00 annually towards the Trust's central fund for the Trust to carry out different activities including home visits, counselling and bereavement fund provision. The Trust also receives donations from non-members. However, membership mobilisation has its challenges as members are not always motivated to pay their subscriptions as evidenced by the 55,800 paid-up members out of the 69,800 members in 2020. Membership subscription only is not adequate, therefore, the Trust looks for other developmental partners and conducts fundraising initiatives. Zimbabwe Election Support Network, NANGO and Election Resource Centre are examples of organisations that have assisted with resource mobilisation in the past. Human resources are also one
of the most valuable asset in the Trust as members volunteer their expertise to help some of the Trust’s programs like counselling initiatives.

**KEY ACHIEVEMENTS/IMPACT**

The organisation empowers citizens in human rights and constitutional literacy through partnering with other organisations like *Zimbabwe Women Lawyers Association* (ZWLA). Through the partnership with ZWLA, women in communities have been assisted on gender-based violence issues as well as child maintenance issues. They motivate citizens to articulate their issues and face officeholders as well as service providers. The Trust has helped foster solidarity in communities during times of bereavement as they have a bereavement fund that helps registered members in times of grief.

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Tariro Foundation of Zimbabwe Trust is a community organisation that operates as a form of an outpatient department of healthcare. It was registered as a Trust in 2018. It promotes the realisation of full inclusion and participation of all people with disabilities in all spheres of society. The Trust deals with persons living with disabilities in the rural and urban communities of Mutare and Makoni. Its offices are based in Mutare urban but it mainly has its operations in Mutare and Makoni Districts in Manicaland province. The organisation links its beneficiaries with opportunities for inclusion as well as empowerment.
RESOURCE MOBILISATION

The Foundation links its members to donors or well-wishers. It has a membership base but ever since the COVID-19 pandemic hit, membership dropped from over 200 members to 10. The membership subscription fee is paid annually where members contribute US$1.00. Membership consists of people living with disabilities in the Mutare and Makoni districts. These were heavily affected by the COVID-19 pandemic. During that time, the organisation saw a rise in donations in the form of groceries which were then distributed to the disabled. Though the organisation has faced challenges with resource mobilisation, other companies like National Foods have been supportive towards putting together resources for the organisation to function. The organisation also affiliates with ZIMCODD, NANGO, Federation of Disabled Persons of Zimbabwe and Educational Coalition of Zimbabwe for inputs.

KEY ACHIEVEMENTS/IMPACT

Tariro Foundation of Zimbabwe Trust has consistently worked on helping reduce existing gaps and advocating for upholding of Disability Rights as enshrined in the Constitution of Zimbabwe and the United Nations Charter Convention on the Rights of Persons with Disabilities. The organisation benchmarks its success in influencing policy as well as contributing towards various platforms of interest for development. This includes having people living with disabilities taking key leadership roles in different levels of society.

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<th>KEY CONTACT PERSON</th>
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MUTASA YOUTH FORUM AND COMMUNITY EMPOWERMENT TRUST

ABOUT THE ORGANISATION

Mutasa Youth Forum is a youth-based rural organisation that operates in the marginalised communities of Mutasa district in Manicaland province. The organisation was established in 2013 and eventually registered as a Trust in 2015. The establishment followed the occurrence of human rights abuses perpetrated by youths from the
ruling party during the 2008 Zimbabwean Presidential election. Mutasa Youth Forum focuses on empowerment, capacity building, mainstreaming peace-building, conflict management, disability rights awareness as well as gender justice. It has its offices in Mutasa at Hauna Growth Point outside Mutare while its operations cover 15 wards of the rural communities of Mutasa District. It has 2000 members aged between 18 and 40 years.

**RESOURCE MOBILISATION**

The organisation has a membership base of 2000 members who pay an annual subscription fee of US$0.50 for the unemployed and US$1.00 for those that are employed. However, the membership fee is not mandatory hence, annual contribution fees vary. Mutasa Youth Forum mobilises resources through applying for grants whenever such opportunities arise. In instances where the organisation faces challenges in obtaining grants, the organisation seeks assistance from other organisations through sub-grants as well as seeking support to cover overhead costs. Normally, the organisation seeks grants on an annual basis. The organisation has collaborated with international NGOs such as Plan International in resolving cases of child marriages, drug and substance abuse, and school dropouts. They also collaborate with the national advocacy organization, ZimRights, on issues to do with human rights violations.

**KEY ACHIEVEMENTS/IMPACT**

Mutasa Youth Forum's main achievements include complementing government’s efforts towards advancing disability rights, raising awareness within its areas of operation and creating synergies with
organisations from across the country to further the organisation’s cause. Central to the organisation’s work and success is enhancing philanthropic efforts amongst the disabled community. The organisation engages in community-based human rights activities, gender justice, leadership, capacity building and environmental health awareness. Since it works with the youth, it also provides sporting initiatives and psycho-social support. The organisation has managed to help young people network with others and expose them to opportunities and entrepreneurship skills. The organisation also engages in clean up campaigns to complement government efforts.

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Platform for Youth Development Trust

Platform for Youth Development Trust is a community-based organisation that was founded and registered as a Trust in 2008. It operates within Manicaland province, mainly in the Checheche area where it predominantly focuses on peace-building, information dissemination and decision making on governance issues. Though initially founded to service the youth in Manicaland, its influence grew to incorporate older groups in society.
RESOURCE MOBILISATION

The Trust secures grants from international developmental partners. It has a membership base of approximately 37 000 individuals. These are subscribed members who pay an annual membership fee of US$1. Other individuals also play a role in the organisation's day to day work. Approximately 14 000 members of the community play a role through volunteering their time and skills to ensure the smooth flow of the organisation’s work. The organisation also works with entities such as Zimbabwe Lawyers for Human Rights and Transparency International Zimbabwe in relation to certain programmes. Other local businesses also give towards the organisation’s activities like sporting events that the organisation holds for the youth. Apart from financial resource mobilisation, the Trust’s secretariat also secures support for capacity building and networking.

KEY ACHIEVEMENTS/IMPACT

Some of the Trust's most notable successes include peace-building during times of political conflict, awareness-raising on human rights as well as networking within rural communities. The organisation ensures that people in marginalised areas have access to information like their urban counterparts. This is a gap that the organisation identified. The Trust contributed towards ensuring that local resource extraction by mining and agro-based companies benefits the community. They have engaged the Chisumbanje Green Fuel Company as part of efforts to ensure that communities in Chisumbanje benefit from the company’s activities.
Platform for Youth Development Trust

Directed by Community Foundations in Zimbabwe

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AFRICA SELF ASSISTANCE HELP PROGRAMME

ABOUT THE ORGANISATION

Africa Self Assistance Help Programme (ASAP) is a grassroots organisation. Initially founded by volunteers from the United States of America, it is now managed and run by Zimbabweans. It works using a bottom-up approach to community problem-solving. The organisation started its operations in 1994 under a technical cooperation agreement with the Government of Zimbabwe* but later registered as a Private Voluntary Organisation (PVO)† in 2000. Currently, the organisation


† Private Voluntary Organizations (PVOs) are registered in terms of the Private Voluntary Organization Act (PVO, ACT), with the Department of Social Welfare under the Ministry of Public Service Labour and Social Welfare.
operates throughout the seven districts of Manicaland only despite having been operational in Matabeleland during its infancy. It focuses on strengthening communities through gender-sensitive peace-building, community development, capacity building through training and community dialogues for problem-solving advocacy as well as human rights awareness. Its focus group is mainly rural women who often face the risk of exclusion from government and non-governmental organisation programmes in the area.

**RESOURCE MOBILISATION**

The organisation mobilises resources through fundraising. Most of the resources mobilised are monetary and these are allocated towards women empowerment initiatives such as purchasing sewing machines for unskilled local women as well as training these groups of people. Beneficiaries are trained in the production and marketing of traditional herbs to diversify sources of income. Community members have been known to self-mobilise after being empowered to engage local authorities to act. In some instances, the local people mobilised resources for the development projects as they would provide materials like concrete stones while the local business people provided cement.

**KEY ACHIEVEMENTS/IMPACT**

The organisation prides itself in the notable impartation of skills to women as well as the presence that its beneficiaries are gaining within the business community. This also speaks to the financial capacitation and independence gained by the beneficiaries through skills development in the organisation. ASAP has been
strengthening communities through its various programs namely, promotion of sustainable livelihoods, gender-sensitive peace-building, capacity development, conflict management and transformation, social accountability, and human rights programmes. One of the notable success stories of the organisation is the work that was done with the people in Chishakwe, who, after being trained by ASAP, engaged the local authority to fix the bridge. The community provided concrete stones and also engaged business people in the area who provided cement while the local authority provided artisans and engineers. They have also equipped some “now self-reliant” women with entrepreneurial skills. ASAP has also spawned new associations such as the United Mutare Ratepayers and Residents Association (UMRRT).
Nyahunure Community Organisation, formerly Nyahunure Community Trust (NCT) is based in Mutoko in Mashonaland East province. The organisation started working with grassroots communities as a Trust in 2006. It received its funding from United Nations Women under the Zimbabwe Chapter of the United Nations Entity for Gender Equality and the Empowerment of Women. Nyahunure Community Organisation was then registered as a Private Voluntary Organisation (PVO) in 2021 through the Ministry of Public Service, Labour
and Social Welfare. The main goal of the organisation is to advance human security by ensuring that gender equality and human rights are incorporated into essential policies, initiatives, and actions that address conflict, gender-based violence, and HIV/AIDS at the grassroots. Nyahunure’s operational footprint extends to rural districts such as Chegutu, Murehwa, Guruve, Chikomba, Goromonzi, Makonde and Mbire. The organisation is currently operating under the Zimbabwe Resilience Building Fund (ZRBF) which is funded by United Nations Development Programme (UNDP).

Their thematic focus areas are gender, HIV/AIDS and community resilience building.

**RESOURCE MOBILISATION**

The organisation raises its resources through grants. They have many donors like the European Union (EU) and the Swedish International Development Cooperation Agency (SIDA). They are currently operating under the UNDP funded rural development initiative called the Zimbabwe Rural Building Fund (ZRBF). The initiative provides funding for communities to embark on projects for community development. Other organisations like Silveira House and Christian Aid also help the organisation with technical support and training of the communities in skills such as farming.

**KEY ACHIEVEMENTS/IMPACT**

The organisation has a re-granting facility. It provides micro-grants to community members through the Internal Savings and Lending (ISALS) initiative*. They have assisted in registering ISAL groups and provided

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* The Internal Savings and Lending (ISAL) methodology was introduced to salvage the challenges faced by the small-scale traders and farmers who find it difficult to raise business startup finances. The ISAL methodology opens opportunities for savings and investment for the future where communities assist each other in raising income for business start-up.
grants which people use for various projects such as farming in their communities. The organisation helps communities get exposure to other organisations that empower communities either through training or funding. The organisation, through its social accountability and resilience program, partnered with other organisations such as Civic Forum.

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GIRL CHILD EMPOWERMENT ZIMBABWE

MASVINGO

ABOUT THE ORGANISATION

Girl Child Empowerment Zimbabwe is a community-based Trust and association which is involved in the promotion of women’s rights, gender equality advocacy, and the inclusion of youth and people with disabilities in policymaking processes. The Trust is based in Masvingo Province and has offices in the Masvingo Central Business District. Its operations cover three (3) districts in Masvingo Province, namely, Masvingo district, Zaka district and Chiredzi district.
The organisation started its operations in 2016, the same year it got formally registered as a Trust. As a community-driven association, Girl Child Empowerment Zimbabwe is aimed at promoting and nurturing community made solutions.

**RESOURCE MOBILISATION**

The major asset for this Trust is its people. The Trust maintains a close relationship with traditional and religious leaders who play advocacy, community mobilisation and information dissemination roles during project implementation. Girl Child Empowerment Zimbabwe identifies people with different skills, ideologies and contributions towards the vision of the organisation and has people from the community who volunteer their skills and time. In terms of financial resources, the organisation applies for grant funding from international donors and receive monetary donations from local business people and local and international donors. The Trust is also invested in a membership subscription policy of approximately US$150.00 per month from its club university members (Chinhoyi University of Technology, Great Zimbabwe University and National University of Science and Technology). The resources are channelled towards implementing activities the marginalized communities.

**KEY ACHIEVEMENTS/ IMPACT**

The Trust conducts activities such as surveys, advocacy and research focused on girls' and women's empowerment as well as supporting other organisations through partnerships and collaboration by sharing skills and ideas on how to tackle emerging gender inequality issues in the community. The Trust has been able to
effectively communicate the dangers of female genital mutilation and child marriages which in most cases have led to the increase in maternal mortalities. These issues have been especially prevalent in, marginalised communities such as the Shangani community in Masvingo province. The Trust implemented a project in collaboration with local vocational training centres where they successfully managed to train both young girls and young women in the areas of poultry management, building and carpentry. The organisation successfully partnered with another organisation named Green Institute, and launched the Girls Gone Green project which focuses on women’s participation in forestry conservation and their role in climate change discourses.

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HOPE FOR CHILDREN AND YOUTH FOUNDATION TRUST

GWANDA

ABOUT THE ORGANISATION

Hope for Children and Youth Foundation Trust, formerly known as Ingalozomusa, is a community-based organisation that fosters engagements between communities and local authorities. The Trust’s mandate is to offer psychosocial support to youth and children in its community of operations. It conducts programmes on psychosocial support in an
Hope for Children and Youth Foundation Trust

attempt to meet the physical, spiritual and emotional needs of the people. The Trust helps with school fees and stationery requirements for the underprivileged. Furthermore, it runs an HIV/AIDS programme that involves peer education in the community. Not only does the organisation provide peer education, it also trains youths on peer education in psychosocial issues affording the people to assist and support each other independent of the organisation. Hope for Children and Youth Foundation Trust works to bridge the gaps that exist in the communities. Some of the gaps they try to cover have to do with lack of birth certificates or identity documentation and high rates of school dropouts because of lack of financial resources. According to the Zimbabwe Statistics Agency's Education Statistics Report of 2018 to 2020, 53.6% of children in Matabeleland South dropped out of school. The high percentage in dropouts is suggestive of the prevalence of the problem which the organisation is trying to address.

The organisation was registered as a Trust in 2019 although it had already started its operations before the formal registration. Its offices are in Gwanda with operations covering 10 wards in the urban areas of Gwanda and 2 wards in rural Gwanda in Matabeleland South province.

**RESOURCE MOBILISATION**

The organisation mobilises resources from community members through the donation drives which are also known as the “drop in days”. Since one of the mandates of the organisation entails providing support to children, they also mobilise resources (stationery and school fees)

* *Chapter 1: Educational System in Zimbabwe (zimstat.co.zw)*
from other community members and business people for the successful realisation of their goal. Business people also donate materials towards activities like the “donate a pad” campaign drive which is organised by the Trust. The Trust is responsible for distributing the donations received. The organisation has ongoing collaborations with the Zimbabwe National Family Planning Council (ZNFPC) and National Aids Council (NAC). ZNFPC and NAC provide technical support to the programs led by Hope for Children. Additionally, the Trust collaborates with other community-based organisations in the district in the implementation of projects. Although not a membership by subscription based organisation, they have 42 registered members, who are involved in the activities of the organisation. They also have volunteer members who do not have to register but are involved in psychosocial assistance programs for children. Some of the volunteers are trained by government institutions and they offer essential skills and knowledge that help in identifying the needs and challenges faced by the community. The Board of Trustees is made up of individuals endowed with different expertise stemming from legal, education and development backgrounds.

**KEY ACHIEVEMENTS/ IMPACT**

As an organisation, they have been part of The Ministry of Health and Child Care (MOHCC)’s Risk Communication and Community Engagement programme. This programme is based on risk communication in real-time where information and advice are exchanged between authorities and experts and the communities who are at risk. The programme enabled the Trust to be part of the COVID 19 response. The Trust was responsible for raising awareness on

public health strategies to mitigate against the spread of COVID-19 and later, it was involved in promoting vaccine uptake. Most of their success stories are from the rural wards where they have improved how traditional leadership structures function. In the process, their work has resulted in increased numbers of women that are involved in decision-making processes. The organisation has also promoted the involvement of many youths in development processes. This has promoted healthy engagement between community leaders and their members, which according to the community members, had previously not been the case as there was some politically induced rivalry between the leaders and the people. The organisation has been offering youths peer education skills in the field of psychosocial support affording the people to assist and support each other independent of the organisation. The Trust also offered training skills that promote women and youth participation in local governance processes.

**CONTACT DETAILS**

**KEY CONTACT PERSON**

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Facebook: Hope for Children and Youth Foundation (HCYF)
Godlwayo Community Development Trust is a community-based organisation that was established in 2015. The organisation was established to help the local communities in Godlwayo, Filabusi to work together and mobilise resources to address development issues identified by the community. The group began their initiatives in 2015 soon after they were legally registered as a Trust. The organisation runs three community-led initiatives in the areas of health, education and civic education. Its offices are in Filabusi and it carries out its
Godhlwayo Community Foundation

operations across Insiza District in Matabeleland South.

RESOURCE MOBILISATION

The Trust raises financial and in-kind resources from within the community. In-kind resources mobilised from the community include food items that would be allocated to underprivileged households. They have mobilised finances and paid school fees for children in the community. The material and financial resources are collected on either a quarterly or annual basis. They have also held events where they have mobilised food for gatherings. In addition to the material and financial resources, the Trust recognises the knowledge of the people (from their various professional backgrounds) in the community and use this knowledge as a key resource.

The Trust ensures that information on its targeted programs is made available on time for community members to make contributions. They work with other community structures in the area particularly the church and traditional leadership who help to mobilise community members through gospel outreaches and traditional events such as “Ucimbi kaGodlwayo” (Celebrating Godlwayo).

ACHIEVEMENTS/IMPACT

The organisation has three initiatives namely:

- Health – looking particularly at education around sexual health and reproduction and mobilising resources to support health institutions’ needs which includes trying to purchase a washing machine for the local hospital in Filabusi.
Godhlwayo Community Foundation

- Education – they have established the Godhlwayo Education Scholarship Programme (GESP), which supports underprivileged intellectually gifted children to proceed with their studies.

- Civic education – the Trust encourages community members to register to vote and mobilises community members to discuss local development processes.

The organisation is broadening its programs to tackle issues around livelihoods and agriculture through projects such as goat rearing.

**KEY CONTACT PERSON**

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ABOUT THE ORGANISATION

Zimplats Mhondoro Ngezi Chegutu Zvimba Community Share Ownership Trust is a community-based organisation registered as a Trust under the former Ministry of Youth Development Indigenisation and Empowerment. The Trust was established in 2011 following the indigenisation and empowerment
programme of 2010\textsuperscript{*}. This was preceded by the government of Zimbabwe's directive on the need to empower communities that exist alongside mining activities. The government crafted the Indigenization and Economic Empowerment Act (Chapter 14:33) of 2007 which stipulated that at least 51\% of shares of public companies and any other business should be owned by indigenous Zimbabweans\textsuperscript{†}. The percentage was later reduced to at least 10\% which had to be ceded to local communities through the Community Share Ownership Trust (CSOT) scheme\textsuperscript{‡}. The Zimplats Mhondoro Ngezi Chegutu Zvimba Community Share Ownership Trust's operations cover three districts namely Chegutu, Mhondoro-Ngezi and Zvimba. Its offices are in Chegutu town.

**RESOURCE MOBILISATION**

Like any other COST, the Trust mobilises resources mainly from the qualifying business, Zimplats. On its inception, the Trust received US$10 million from Zimplats to start projects that would drive sustainable community development. To ensure sustainability, the Trust invested approximately US$1.3 million in buying shares from Sable Chickens, a well-established poultry producing company. Unfortunately, after the initial US$10 million, Zimplats is reported to have not honoured its mandate as previously agreed regarding community share ownership Trusts' benefits. The company had promised to channel 10\% of its profits to the Trust after the US$10


million seed fund. Despite the drop in revenue, the Trust managed to buy a tractor, grader and a water bowser, which they hire out to generate revenue to keep their operations running.

**KEY ACHIEVEMENTS/IMPACT**

Since 2014, the Trust embarked on community empowerment through entrepreneurship. The Trust built chicken runs for the community to do chicken breeding projects that would empower them financially. In these chicken rearing projects, the Trust ensures that the community has adequate training for them to be equipped with the necessary knowledge and skills to successfully run the projects. They partnered with Sable Chickens so that the project has a readily available market. The purchase of equity in Sable Chickens enabled the Trust to have leverage in influencing employment patterns within the company. They also help the community in implementing horticultural projects. They built schools in new farming areas where there were no schools before. The Trust repaired dilapidated bridges and have successfully collaborated with district councils – Mhondoro Ngezi Rural District Council and Chegutu Rural District Council in development projects like building schools. The Trust also bought an ambulance for use by Mubaira hospital.
Zimplats Mhondoro Ngezi Chegutu Zvimba CSOT

KEY CONTACT PERSON
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ZVISHAVANE COMMUNITY SHARE OWNERSHIP TRUST (ZCSOT)

ABOUT THE ORGANISATION

Zvishavane Community Share Ownership Trust was established and registered in 2011 and started its operations in February 2012. The organisation came into existence through the indigenisation policy*. It was registered as a Trust under the registrar of deeds.

* These were a set of regulations meant to regulate businesses, especially in mining compelling foreign-owned firms to sell 51% of their business to locals over the following years. In mining, the government asked companies to help establish and fund community share ownership Trusts which would have equity in the mine ranging from 3-5%. However, this was never legislated into law and is no longer common practice within mining companies.
in 2011. The Trust engages in community development-oriented activities. The Trust is committed to building sustainable livelihoods through infrastructural and social services development, investment promotion and capacity building, with other development-oriented stakeholders. The organisation is active in 19 rural wards† of Zvishavane.

RESOURCES MOBILISATION

The Trust distributes monetary resources received from mining companies operating in the area, namely Mimosa Mine and Murowa Diamond Mine. These companies initially made pledges of US$10 million and US$1 million respectively, to support the work of the Trust. The actual payments that were received by the Trust amounted to US$7 million and US$300,000 respectively. The Trust recognises community members as a key resource and invests significantly in human capital through capacity building initiatives that equip local people with training skills to engage in income-generating activities. Through these activities, community members are also involved in providing resources that help to sustain the Trust’s operations.

KEY ACHIEVEMENTS/IMPACT

Since its inception, ZCSOT has made significant investments in infrastructure development in the Zvishavane district. ZCSOT’s projects in infrastructure development are within the areas of health, education, water provision and food security and this is evident across the 19 wards of the Runde district‡. The work of the Trust extends to resettlement areas that have huge infrastructure deficits. Within the education sector, ZCSOT has built 24 classroom blocks, 14 teachers’ houses, electrification

† The Districts of Zimbabwe are divided into 1,200 municipal wards, sometimes referred to as municipalities.
‡ https://mukasirisibanda.wordpress.com/2019/05/14/zvishavane-community-share-ownership-trust-uncertainty-what-you-need-to-know/
of 10 schools, fitted furniture for 8 schools, fencing for 4 schools, 1 school laboratory was built, and 1 school was painted. In the area of health, the Trust built 7 clinic staff houses, 1 new clinic, 3 new toilets blocks for 3 clinics, 2 clinics were supplied with modern equipment, 1 clinic was electrified, 3 clinics were fenced and 35 toilet blocks were built across the district. With regards to the provision of clean water, ZCSOT has drilled 49 boreholes across the district. To advance food security, they purchased 5 tractor disc ploughs for for the Zunde Ramambo§ and they helped to fence and resuscitate 1 irrigation scheme¶.

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§ Zunde ramambo is a traditional social welfare system in Zimbabwe where able-bodied members of the community work together to produce food for the aged, disabled and orphans.

Umguza Community Share Ownership Trust (UCSOT)

ABOUT THE ORGANISATION

Umguza Community Share Ownership Trust (UCSOT) was established and registered as a Trust in 2012 under the indigenisation policy* of the Government of Zimbabwe. The Trust is based in Matabeleland North and is located in Mbembesi Fingo, Umguza area. Since its inception, the organisation has always focused

* https://www.ilo.org/dyn/natlex/docs/ELECTRONIC/85400/95610/F1732174120/ZWE85400.pdf
on community development through the drilling of boreholes to the community because clean water was a top priority in all the wards of Umguza. For the Trust to be sustainable, it drills boreholes for other private entities for a specific fee. Additionally, UCSOT is active on the Zimbabwe Stock Exchange where they buy shares from other companies and this has also helped them to survive as an entity.

UCSOT has five (5) staff members and 12 Trustees. These, together with other community members work together for a better Umguza community.

**RESOURCE MOBILISATION**

The board has the responsibility of taking the lead in resource mobilisation for the organisation. The most valuable resource for the Trust is its people who are members and work together for a common goal. The Trust owns a drilling rig, a truck and another small car which they use to provide logistical support for the community and other local organisations. The Trust mobilises resources from big companies that operate in the area, some of which include the Pretoria Portland Cement (PPC) and this is done in accordance with the indigenisation programme†. In 2013 the Trust received US$1 million from PPC and this money was channelled towards community development as part of the Trust's 10% share from qualifying business‡ §.

† The indigenisation programme states that to make the communities benefit from their God-given natural resources, ten per cent (10%) of the equity or shareholding of the company or companies exploiting the natural resources in their areas (now technically called the qualifying company or companies), goes directly to the communities.

‡ A qualifying business is an enterprise that operates for the purpose of making profit through extraction of natural resources existing in a specific geographic area that is required to plough back to the community in which it operates from.

§ [https://www.chronicle.co.zw/umguza-community-share-ownership-scheme-bears-fruit/](https://www.chronicle.co.zw/umguza-community-share-ownership-scheme-bears-fruit/)
KEY ACHIEVEMENTS/IMPACT

UCSOT has contributed to improved access to clean water for the Umguza community. They drilled five (5) boreholes in each ward. They have been able to purchase their own borehole drilling equipment and an eight-tonne truck. The Trust also managed to drill a borehole for the Army Hospital which is a major necessity for the soldiers residing in the barracks.

KEY CONTACT PERSON

Chief Ndondo (Chairperson)

CONTACT DETAILS
GWANDA COMMUNITY SHARE OWNERSHIP TRUST (GCSOT)

GWANDA

ABOUT THE ORGANISATION

Gwanda Community Share Ownership Trust is an economic empowerment and development organisation. It was established through the government’s indigenisation policy to be the official vehicle for receiving equity from mining companies within the Gwanda district. The Trust was launched and registered in 2012 and immediately started its operations in Gwanda Rural District. It works in all the
24 wards in Gwanda rural district. GCSOT is comprised of six (6) permanent staff members, 11 “casual” staff and 18 Board members. There is a fair representation of women and men with disabilities. The Trust has five (5) women board members out of the 18 board members. Key thematic areas of focus for GCSOT are economic empowerment and training for sustainable growth and community development.

**RESOURCE MOBILISATION**

The Trust secures resources from mining companies within the Gwanda area. Companies that have so far contributed to the Trust are Pretoria Portland Cement, Blanket Mine, Jessie Gold Mine and Farvic Mine which paid US$1.5 million, US$1 million, US$250,000 and US$30,000 respectively. The Trust also has 10% share ownership in Blanket mine. The mine gave them an advance of US$4 million to purchase shares. As of September 29, 2021, portfolio of stock market shares of mining companies in Gwanda District to ensure the long-term sustainability of the Trust's operations in the community.

**KEY ACHIEVEMENTS/ IMPACT**

Some of the Trust's notable achievements include the building of classroom blocks and science laboratories for five schools (Ntepe, Mzimuni, Selonga, Sibona and Gungwe High schools), additionally, two of the

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* https://www.263chat.com/48497-2/
† First Report of The Thematic Committee on Indigenisation and Empowerment on the Operations of the Community Share Ownership Trusts & Employee Share Ownership Schemes.pdf (veritaszim.net)
‡ https://www.chronicle.co.zw/caledonia-advance-dividend-payments-fully-repaid/
§ https://allafrica.com/stories/202110080602.html
schools received new furniture™. The Trust also built and renovated clinics **, provided clean borehole water. Between the years 2013 and 2015, the Trust successfully embarked on rehabilitating the Guyu-Chelesa and Sukwi irrigation schemes and these irrigation schemes have immensely enhanced the livelihoods of the local communities. The Trust has also managed to fund enterprise development activities that involved income-generating projects to supplement revenue from mines. These projects included pen fattening, micro-finance, property investment and borehole drilling ††. They have empowerment programs which offered loans to 27 Youth Groups. Likewise, the Trust has significantly contributed towards staff development training on issues of corporate governance and compliance with government regulations. These trainings ensure that the Trust has adequate and functional structures to smoothly execute its community development programs and activities.

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CONTACT DETAILS


https://www.sundaynews.co.zw/community-share-ownership-scheme-bears-fruit-3-clinics-4-school-science-laboratories/

Bindura Community Share Ownership Trust was established under the Economic and Indigenisation program of 2010. The community share ownership Trust (CSOT) scheme was launched after the realisation that although Zimbabwe is endowed with minerals, Zimbabwean people have not fully benefited from the exploitation of these natural resources since
independence*. The resources had not been benefiting and developing the country or improving the livelihoods of the people who live in areas where the resources were being extracted. The organisation started its operations in 2010 and registered as a Trust in 2011. The CSOT was established to work in partnership with local mining companies: the Bindura Nickel Corporation and Freda Rebeca mine in Bindura. The operations of the CSOT cover all the wards in Bindura for community development†.

**RESOURCE MOBILISATION**

Bindura Community Share Ownership Trust mobilises its resources from Freda Rebecca and Trojan mines. The two mining companies are both operational in Bindura. Freda Rebecca Gold Mine pledged US$10 million to the Trust which was to be paid at a rate of US$1 million per annum for 10 years. In a report presented to the Parliament of Zimbabwe in February 2015, the mining company was reported to have had made a grant of US$1 million towards seed capital and another US$1 million through an advance facility. The flow of money to the organisation from the mines (qualifying business) was not consistent so the Trust also embarked on income-generating projects for self-sustenance. The Trust bought farming equipment, planters, disc harrows and tractors, which they would hire out and generate revenue used for the community’s developmental needs. They also bought equipment for road rehabilitation and maintenance which the Bindura city council hires. Currently, the Trust no longer

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† The government of Zimbabwe introduced a number of measures to ensure that local communities benefit from mining activities. These measures include a threshold for local ownership and the need for mining companies to set aside equity for the community or commit allocation of a defined percentage of their revenues towards community development.
receives funding from the qualifying businesses as was originally mandated due to the Finance Act of 2018. The act annulled the legal backing of Community Share Ownership Trusts (CSOTs) for all mineral sectors apart from diamond and platinum. These changes have curtailed local community development projects that need large financial investments.

KEY ACHIEVEMENTS/IMPACT

The Trust's achievements include the resolution of a number of outstanding community development issues in Bindura. It helped improve access to key services such as education and healthcare as well as infrastructural development. It was involved in road construction, borehole drilling, and construction of schools, clinics and bridges. The Trust also refurbished dilapidated health infrastructure and supplied the required medical equipment. In the 2015 CSOTs operations report presented to the Parliament of Zimbabwe, the Trust shared that they had undertaken 17 water projects, 5 health projects, 5 education projects and 18 road projects. They also bought farming equipment which they hire out to help communities during the farming season and for hire to farmers involved in all year round irrigation.

CONTACT DETAILS

KEY CONTACT PERSON

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Masvingo Community Share Ownership Trust

ABOUT THE ORGANISATION

Masvingo Community Share Ownership Trust is a registered community-based organisation based in Masvingo. The organisation was formally registered as a Trust in 2013. It aims to contribute to community development through various projects such as construction of schools and funding some schools with building material. Its work largely covers Masvingo Rural District. The success stories of the Trust influenced the establishment of another Trust named Bikita Community
Share Ownership Trust in Masvingo province. The Masvingo Community Share Ownership Trust is based in the Masvingo Central Business District.

RESOURCE MOBILISATION

The Trust has support from members of the business community who help to mobilise resources such as transport and fuel. The Trust also gets help from representatives from the city rural district council on a monthly basis. The organisation used to receive funds from Tongaat Hullet, a sugar-producing conglomerate based in the Lowveld of Zimbabwe. Tongaat Hullet was, according to the provisions of the indigenisation program, supposed to be a participant in the Government of Zimbabwe’s drive for indigenisation and local community participation. However, since the change of government in the year 2017 when the late Robert Mugabe “retired”, there is no longer a legal requirement for companies to cede their equity to local communities or to prioritise community giving.

KEY ACHIEVEMENTS/IMPACT

Masvingo Community Share Ownership Trust provided support to some organisations like the Family and Friends of Rivers and Lakes in Zimbabwe, an organisation that works to foster environmental protection, correction and conservation. They supplied them with materials for their land degradation and afforestation project. The Trust also managed to build a secondary school in Ward 27 of Masvingo rural, and for some schools in Ward 8 they provided building materials.
Masvingo Community Share Ownership Trust

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ABOUT THE ORGANISATION

Bikita Community Share Ownership Trust was established through the Indigenisation and Economic Empowerment Act and Statutory Instrument No. 21 of 2010 whereby mining companies were directed to make charitable donations in communities where they operate from. The statutory instrument was a follow up

to the Indigenisation and Economic Empowerment Act (Chapter14:33) of 2007†. The Empowerment Act stated that at least 51% of shares of public companies and any other businesses owned by foreigners should be owned by local communities in which mining companies are located with 10% of the shares being allocated to CSOTs‡. The Trust was birthed from the Masvingo Community Share Ownership Trust. The organisation was registered in 2012 as a Trust under the former Ministry of Youth Empowerment and Indigenisation. It commenced operations in 2013 soon after registration. It was established to organise and channel funds coming from Bikita Minerals to the locals for community development. Its main focus is education infrastructural development and enhancement of the community’s livelihoods. The organisation is based in Bikita and has its offices at Nyika Growth Point while its operations cover Bikita district in the Masvingo province.

RESOURCE MOBILISATION

The organisation receives most of its funding from a mining company that extracts lithium in Bikita district. The company boasts of being one of the world’s foremost suppliers of lithium petalite and they mostly produce tantalite§. When doing building projects, members of the community bring naturally available resources like pit and river sand and water for the building projects. Traditional leaders play a huge role in mobilising the people who volunteer to bring resources for the community development projects. People also

† https://www.law.co.zw/download/1914/
§ https://bikutaminerals.com/
volunteer their time and skills in running the projects coordinated by the organisation for community development.

**KEY ACHIEVEMENTS/ IMPACT**

The Trust mostly focuses on education. They have constructed 3 classroom blocks. These classroom blocks were constructed in 3 different wards: Chivaka Primary School in Bikita East, Zindova Primary School in Bikita South and Nyemba Primary School in Bikita West. The Trust has empowered communities to take ownership of community development projects as well as economically empowering them by contracting them for the building projects.

**CONTACT DETAILS**

**KEY CONTACT PERSON**

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About SIVIO Institute

SIVIO Institute (SI) is an independent organisation focused on ensuring that citizens are at the centre of processes of socioeconomic and policy change. It aims to contribute towards Africa's inclusive socio-economic transformation. It is borne out of a desire to enhance agency as a stimulus/catalyst for inclusive political and socio-economic transformation. SIVIO's work entails multidisciplinary, cutting edge policy research, nurturing citizens' agency to be part of the change that they want to see, working with communities to mobilize their assets to resolve some of the immediate problems they face.

SIVIO institute has three centres/programs of work focused on; (i) public policy analysis and advocacy (ii) philanthropy and communities (ii) entrepreneurship and financial inclusion. In the process SI addresses the following problems:

- Inadequate performance of existing political and economic system
- Increasing poverty and inequality
- Limited coherence of policies across sectors
- Ineffectual participation in public processes by non-state actors
- Increased dependence on external resources and limited leveraging of local resources