
THINKTANKS IN ZIMBABWE



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List of Acronyms

ACBF	The African Capacity Building Foundation
ACET	African Centre for Economic Transformation
AFRODAD	The African Forum and Network on Debt and Development
AFIDEP	African Institute for Development Policy
AWIDE	African Women’s Initiative in Developing Economies
BOP	Bottom of Pyramid
CBOs	Community Based Organisations
CCDZ	Centre for Community Development Zimbabwe
COMESA	Common Market for Eastern and Southern Africa
EITI	Extractive Industries Transparency Initiative
GDP	Gross Domestic Product
IES	Institute of Environmental Studies
INSAF	Institute for Sustainability Africa

ISS	Institute for Security Studies
IT	Information Technology
LEDRIZ	The Labour and Economic Development Research Institute of Zimbabwe
MISA Zimbabwe	Media Institute of Southern Africa
MPOI	Mass Public Opinion Institute
NANGO	The National Association of Non-Governmental Organisations
NAYO	National Association of Youth
ODI	Overseas Development Institute
NGOs	Non-Governmental Organisations
PACT	PACT Zimbabwe
RAU	Research and Advocacy Unit
SAPES Trust	Southern African Political Economy Series
SARDC	Southern Africa Research and Documentation Centre
SEATINI	The Southern and Eastern Africa Trade Information and Negotiations Institute
SI	SIVIO Institute
SMAIAS	Sam Moyo African Institute for Agrarian Studies
SMMEs	Small Micro and Medium-sized Enterprises
TV	Television
UN	United Nations
ZCTU	Zimbabwe Congress of Trade Unions
ZDI	Zimbabwe Democracy Institute
ZELA	Zimbabwe Environmental Law Association
ZEPARU	Zimbabwe Economic Policy Analysis and Research Unit
ZI	Zimbabwe Institute
ZIMCODD	Zimbabwe Coalition on Debt and Development
ZWRCN	Zimbabwe Women's Resource Centre Network

1.0 Introduction

The term 'Think Tank' covers a broad set of policy research organisations which focus on 'producing or using research to inspire, inform or influence policy across various areas of interest'. However, it is important to note that Think Tanks everywhere have become dynamic and are not necessarily confined to the traditional policy-research space but have extended the realm (Perez-Leon, 2016). Moreover, they are different across regions and have evolved and responded to the different contexts and realities, thereby broadening their definition. There has been a shift away from an abstract definition of what constitutes a 'think tank' to one that seeks to acknowledge their dynamic nature and need to respond to their context and emerging disruptions to the traditional 'Think Tank Model'. This has created opportunities for establishment of relevant context responsive Think Tanks (Echt and Edi, 2016). This new broad conceptualisation of Think Tanks goes beyond the traditional limited narrative which focuses on the Think Tanks as organisations that produce research products with the aim of simply informing policy debates without ownership or measurement of their impact on policy interventions or public wellbeing.

It is widely acknowledged, especially for us in the global South, that governments do not have adequate capacities to carry out comprehensive research on public policy problems in terms of their root/source, scale and possible options to tackle the problems. In many instances, public resources have been deployed to tackle what has been identified as a problem but without sufficient understanding of either its origins or scale. At the end of the cycle the problem either remains intact or mutates into a bigger challenge. The failure to adequately comprehend a problem largely leads to waste in an environment of scarcity further inhibiting progress.

2.0 Rationale for Study

The discussion on Think Tanks is overdue. Many studies including Murisa and Chikweche (2015) have noted that the existing socio-economic crisis is partly due to internal policy failure. Pertinent questions arise; do we have 'Think Tanks' in Zimbabwe and how have they contributed towards strengthening policy? In an excellent collection of essays provocatively titled 'Can NGOs Make a Difference', Bebbington et al (2008) ask the question if Non-Governmental Organisations (NGOs) can contribute to more socially just alternative forms of development. We have narrowed our focus to those organisations that seek to influence policy. But we are not naïve at all. We take note of what others have already identified as the policy paradox across Africa. Ajakaiye (2007:19) observes that the proliferation of local institutions with policy research capacity has not yet made an impact on policy making. He argues that

“

there exists a disconnect between the policy making process and the considerable base that policy researchers are producing—that is, full use is not being made of research findings generated in Africa when decision makers formulate policies.

”

He is not alone. The Overseas Development Institute (ODI) makes this interesting observation regarding agricultural policy making:

“

One of the features of agriculture policy analysis and strategic investment planning in Africa has essentially been dominated by expatriate consultants and academics. As a result, valuable experience has been accumulated by a large number of people from outside the continent (ODI-Nepad, 2010: 17).

”

The political landscape in which Think Tanks operate has also been important in shaping how these organisations operate and influence policy in Africa. This landscape has been significantly shaped by two core dimensions, namely (a) the politics of power in the state and (b) the politics of external influence (Kimanyi and Diatta, 2011). Central to the politics of power in the state is the fundamental question on establishing the 'extent to which power is concentrated or dispersed within the body polity in the different regions in Africa in which Think Tanks operate. Africa has seen different forms of body politic formations such as military

rule, single nationalist party rule and of more recently multi-party democracies and with it the dual pillars of political and economic liberalization. These have different implications on the role of Think Tanks in informing policy and decision making in these complex environments. Closely linked to the evolution of these different formations is the changing nature of external influence on Think Tanks' role and influence. External influence on Think Tanks takes varied forms from that of pre-colonial linkages and influence on policy design to evolving ones shaped by influence of multilateral and other international organisations that work with Think Tanks to shape policy in the region. Inevitably both dimensions outlined above are dynamic and continue to evolve in different forms across the region and with it comes a challenge for Think Tanks to re-invent themselves in order to remain relevant to the policy conversation which emerges in this changing environment.

Furthermore, often times policy making across many African countries is shrouded in secrecy. The entire process tends to be 'mystified' and is mostly dominated by elite sections of political society. A scan of literature shows that civil society-based policy research and advocacy capacity Think Tanks have not yet had any significant impact on policymaking. The policymaking process has not yet been fully opened to utilize research findings and policy proposals generated by civil society based African Think Tanks. Save for a few cases of best practice we are yet to see fully fledged relations of trust between Think Tanks and governments as we have seen in other developed regions. Africa's policy making processes are currently ad hoc in nature and are often driven by either political or donor interests.

The above provides some justification as to why local Think Tanks have not made a significant dent. However, such a one-sided argument limits the scope for self-introspection. Could it be that local Think Tanks also have inadequacies that they need to address? Are they fit for purpose? It is important to note that local Think Tanks' responses to government's weak policies can at times be equally inadequate, very formulaic and, quite frankly, at times fail to create viable alternatives. The continent has gone through campaigns for budget literacy, especially with women's lobby groups demanding gender sensitive budgets. This was followed by the 'percentage' movement: 15% for Education, 10% for Agriculture, etc. In the meantime, Africa was losing close to US\$60 billion annually through illicit financial flows and very few in civil society were addressing this problem. There are very few innovative ideas around improved social policy delivery or to address some of the wicked problems that hinder development. It is also important to note that despite the evident systemic and structural causes of most of the problems that Africa faces, most civil society-based Think Tanks work in rigid silos. These silos have developed around how organisations positioned themselves and were perceived; also – widely acknowledged but not openly

discussed – competition for donor funding has discouraged a more collective approach to solving issues. There were, and still are, many layers of silos, starting with those established by thematic areas of work, such as a focus on one set of rights vis-à-vis another. There are divisions between policy reform/advocacy and service delivery, between Think Tanks and advocates of change. There are silos with a regional focus and those with a national focus. The list goes on.

These silos unfortunately limit the manner in which a public problem is framed or understood and consequently the manner in which solutions are conceived and deployed. In many instances rigidly drawn silos limit the potential for public mobilization and collective action. They eventually create privileged islands in a sea of poverty and injustice.

2.1 Overarching Goal

The above synopsis of the conversation on think-tanks presents a unique opportunity and need for a comprehensive review of the current state of affairs of Think Tanks in Zimbabwe considering the potential influence of these organisations in the resolution of the multi-faceted challenges that are faced by the country.

3.0 Contextualising Think Tanks

3.1 Global Context

Think Tanks assume different forms and roles across the world varying in their size, funding, and areas of focus. Traditionally funders of the dominant Think Tanks in Africa, i.e. those that cover economic and policy research have been mostly international agencies –bilateral, multilateral and foundations. The Global Go To Think Tank Index Report lists Sub-Saharan Africa as having just fewer than 9% of global Think Tanks. (McGann, 2015). In fact, the previous report had reported first time decline in the number of new Think Tanks in decades. Africa has not been immune to the different challenges and trends which the Think Tank sector has faced. This is particularly important to reflect on before one undertakes any investigation of the Zimbabwean context.

3.2 Summary Key Trends

Declining Core Funding

A number of common trends can be identified within the Think Tank sector in Africa chief of which is the declining core funding model where Think Tanks traditionally have one or two core signature funders. These organisations often choose long-term pragmatic and strategic goals. For example, over the years one of the key funders for capacity building, the African Capacity Building Foundation (ACBF) has experienced significant funding cuts which in turn has affected major beneficiary Think Tank organisations across the continent. Many Think Tanks end up bidding for consultancy projects when funds they receive from donors are not enough or able to sustain their work as independent policy research entities. Whilst consultancy opportunities have a positive impact on incomes it also negatively creates possibilities of mission drift.

Shifting balance of Power Between Think Tanks and the State

Over the years with increasing democratisation processes and shifts in balance of power between the State and Think Tank actors, funders have increasingly been challenged to streamline their activities especially where focus was on ‘democratisation’ activities by civil society related Think Tanks. Hence, there has

been an increase in the levels of monitoring of Think Tank activities. African Think Tanks also often face co-optation either from political parties or from the central government. New democracies or regimes often offer Think Tank leaders a seat at the table if the Think Tank leaders are not part of that political system already. The latter scenario thus decreases the citizens trust in Think Tanks and their impact.

Emerging Alternative Disruptors

Think Tanks have to constantly evolve and innovate in a changing environment. The ongoing adaptations have resulted in the emergence of various alternatives to the traditional Think Tank Model such as:

- Organisations that focus on new research methods such as Behavioural Economics
- Organisations that are based on Integrated Technology Platforms such as online spaces
- Organisations that fluctuate between not-for-profit, for-profit or new media business models and do not necessarily want to be viewed as Think Tanks yet they fill the same space as Think Tanks
- Regional policy research organisations whose focus is on domestic issues but retain a non-interventionist approach. e.g. Institute for Security Studies (ISS), African Institute for Development Policy (AFIDEP), African Centre for Economic Transformation (ACET) and others
- Organisations that are part of international networks of expatriates or experts who have gained experience working in other Think Tanks in Europe and the United States of America
- Organisations that focus on opportunities emerging in the African data revolution (Mendizabal, 2015).

4.0 Scoping of Think Tanks

4.1 Case for a Scoping Study of Think Tanks in Zimbabwe

As already discussed, Zimbabwe is in the middle of a debilitating and complex crisis which is partially attributed to weak/inadequate policies and inconsistencies in term of actual implementation. The Table below provides a summary of the extent of the crisis:

Table 1: Summary of Zimbabwean Crisis

Dimension	Characteristics of the Crisis
Economic Aspects of the Crisis	<ul style="list-style-type: none"> ● High Levels of Unemployment ● Hyperinflation ● International isolation (sanctions) ● Weak or no economic growth as measured by Gross Domestic Product (GDP) ● De-industrialization/Closure of Companies ● Poor Capacity Utilisation ● Collapse of infrastructure ● High prices of goods ● Cash shortages ● Weak demands over goods
Agriculture	<ul style="list-style-type: none"> ● Contestations over land reform and disagreements over compensation model ● Land Reform induced decline/collapse of agricultural performance (2000-2008) ● Food crises/increase in number of food insecure households ● Shrinking of land under irrigation ● Shortage of productive inputs ● Climate change induced challenges
Social: Health	<ul style="list-style-type: none"> ● Shortage or unavailability of essential drugs ● Shortage of machinery to carry out basic procedures ● Skills Migration (All health care personnel) ● Poor remuneration for Doctor and Nurses
Social: Education	<ul style="list-style-type: none"> ● Growth in population not matched by increase in education infrastructure ● High levels of teacher absenteeism ● Skills migration of highly qualified professionals ● Poor remuneration of teachers ● Shortage of textbooks ● Increasing numbers of school dropouts
Social: Housing	<ul style="list-style-type: none"> ● Weak or no supply of low-priced housing stock

	<ul style="list-style-type: none"> ● Increasing number of families on housing waiting lists ● Weak financing mechanisms to support supply of housing especially for Bottom of Pyramid (BOP) based households ● Increasing prices of stands ● Increasing number of people living in informal settlements
Political and Governance	<ul style="list-style-type: none"> ● Polarization ● High levels of intolerance towards dissenting views ● Weak or no respect for the rule of law ● Failure to manage succession within political parties ● Abuse of electoral processes ● Election based/related violence ● Increase in the number of citizen-based protests on government actions

Ultimately policy making is the responsibility of the state. Our study sought to determine the level of contributions made by local Think Tanks towards the resolution of the crisis through their work, for example evidence-based research, knowledge products and impact produced, policy recommendations adopted or cited by policy makers.

[The Global Go to Think Tanks Index Report \(2019\)](#) identified 26 Think Tanks that are active in Zimbabwe. This can be compared to other African countries such as South Africa (92) and Kenya (56) who feature in the top 25 rankings of Think Tanks. In the top 100 Think Tanks worldwide (2019), excluding the American Think Tanks, South Africa has four (4), Ghana and Kenya have two (3) and Botswana has (2) think tanks. Amongst the 2019 Top sub-Saharan African Think Tanks, Zimbabwe has two organisations that featured. The Macroeconomic and Financial Management Institute of Eastern and Southern Africa (MEFMI) and the Sam Moyo African Institute for Agrarian Studies (SMAIAS) ranked 59 and 94 out of 94, respectively.

The above suggests that local Think Tanks are thinly spread across the pressing thematic issues described in the table above. Through a desk-top study, we identified 24 organisations that we deemed to fit the criteria/label of local Think Tanks. These are mostly organisations that carry out policy focused research, organise policy focused convenings, carry out advocacy and/or engage in policy focused training (refer to Table 3).

We carried out an initial scoping study¹ focused mainly on understanding how these local organisations operate, their focus areas, sources of funding and internal governance. Figure 1 and Table 2 below provides an illustration of the framework that informs the research.

¹ Scoping reviews represent an increasingly popular approach to reviewing evidence in case study context

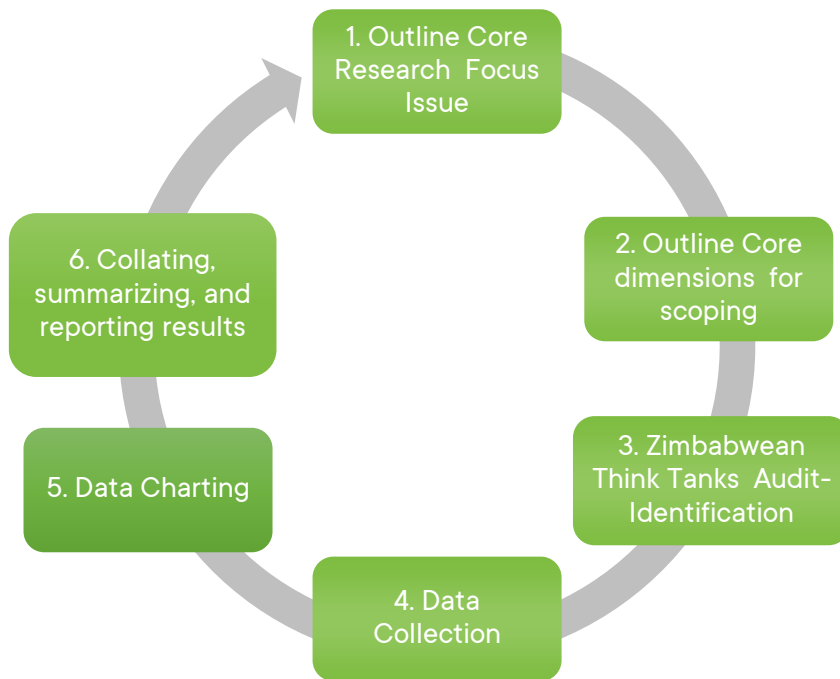


Figure 1: Scoping Approach

Core Research Focus Issue

The primary core research focus issue was on undertaking a comprehensive review of the current Think Tank sector in Zimbabwe with a view to establishing a future framework for the sector’s engagement with its various target constituents.

Core Dimensions for the Scoping Study

The next level of the scoping study outlined the core dimensions for investigation which the study focused on and essentially formed the basis for the data collection tool that was used. The core dimensions for study are outlined in Table 2. The question among Think Tanks has always been how you measure the impact generated by a non-profit. Many scholars have settled on three broad categories, quantitative metrics, qualitative assessments, and expert rankings, all of which have pros and cons. However, a different approach has since been suggested of ‘public profile’ where the focus of measuring effectiveness and impact is on indicators such as attention, including scholarly citations, media mentions, web traffic, and social network followers. Thus, we have resorted to incorporating different elements from each of the postulated measures to measure Think Tank impact and measure of effectiveness. Annex 1 and 2 also provides a summary of ways which the Think Tanks under study use to achieve their objectives as well as the different knowledge products they produce.

Table 2: Core dimensions for the Scoping Study

Dimension	Description	Components
Organisation Structure and Research Objectives	This dimension covers the initial audit of the Think Tank which identifies the base information of the organisation	<ul style="list-style-type: none"> ● Name of Think Tank ● Formation Years ● Core Area of Focus ● Type of Organisation ● Reasons for establishing organisation
Leadership and Governance	This dimension covers staff and their designations, the mechanisms, and roles in place to provide oversight of the Think Tank by its governing body in pursuit of fulfilling of its mission.	<ul style="list-style-type: none"> ● Staff roles and designation ● Governing body presence ● Roles of Management ● Policies Framework ● Other Governance Issues e. g. Audit
Organisation Intervention	This dimension covers core areas of an articulation of the core areas of focus offering a deep dive based on their strategic position.	<ul style="list-style-type: none"> ● Core Business Activities ● Strategic planning ● Core thematic areas of focus ● In-depth articulation of focus areas
Organisational Projects	This dimension covers the funding model which outlines funded projects by name, that a Think Tank has been working on. It highlights the type of funding organisation, the budget allocated to the specific projects as well as the duration of projects. This provides a snapshot into the kind of focus areas, projects that certain funding organisations may be interested in funding.	<ul style="list-style-type: none"> ● Funding ● Core Funding Source ● Funding Patterns/history ● Project Resource Allocation
Knowledge Products	This dimension covers the research, knowledge products, dialogues and convenings. The aim was to deduce the impact of a Think Tank based on its web and media presence. It specifically aims at deducing how research is conducted, identifying the types of knowledge products Think Tanks produce, their tools of dissemination, how the products reach targeted audience, social media presence as well as use of technology.	<ul style="list-style-type: none"> ● Types of knowledge products produced ● Numbers produced and disseminated ● Dissemination strategies ● Convenings, dialogues, workshops, trainings hosted ● Web and social media presence ● Television/ radio/ print media presence

Dimension	Description	Components
Policy Advocacy Work	This dimension covers the advocacy strategies and work that Think Tanks are involved in.	<ul style="list-style-type: none"> ● Levels of influencing policy ● Types of advocacy actions carried out ● Presence of specific advocacy personnel
Constituency and Movement building	This dimension covers who benefits from the work Think Tanks do, their contribution to the Think Tanks strategy as well as provide an understanding of what the benefits are.	<ul style="list-style-type: none"> ● Target audience and their benefits
Collaborations and networks	This dimension covers how Think Tanks engage in collaboration and their establishment within networks.	<ul style="list-style-type: none"> ● Collaboration strategy ● Collaboration Partners ● Networks and Associations
Measure of Effectiveness	This dimension covers how Think Tanks effectively measure the impact of their interventions and their effectiveness. It also indicates the processes in place for quality control of reports and other forms of output for the Think Tanks	<ul style="list-style-type: none"> ● Monitoring and evaluation ● Quality control systems ● Recommendations adopted, ● Citations ● Television (TV)/ Radio/ media acknowledgement
Financial Sustainability	This dimension covers the present financial positions as well as the future for Think Tanks. It indicates the presence of a funding strategy as well as allocated annual budget.	<ul style="list-style-type: none"> ● Fundraising ● Consultancy/ own income ● Movable and immovable assets ● Financial sustainability systems
External Environment	This dimension marks the end of the core dimensions focusing on what and how the external environment influences and affects the conduct of work for Think Tanks.	<ul style="list-style-type: none"> ● Factors influencing work ● Measures in place to mitigate the factors/ deterrents

4.2 Zimbabwean Think Tanks Audit- Identification

The first stage of the study involved undertaking an audit of Think Tanks currently practising in Zimbabwe. A key starting point was re-visiting the initial list of 26 Think Tanks listed in the 2018 Global Report on Think Tanks with a view to updating this list and also reviewing the parameters used to categorise these Think Tanks. This was to form the basis of a sampling plan to identify appropriate Think Tanks that will be included in the study. However, upon undertaking a comprehensive desktop research on the listed Global Report on Think Tanks and those unlisted and emerging, our number came to below 20. There were however limitations to the first stage of the study. These were:

- Some Think Tanks have outdated information on their websites
- Some of their websites have currently stopped working/cannot be found
- Some Think Tanks are inactive/have been inactive mainly due to lack of funding
- Some Think Tanks' organisational structures have rendered them ineffective and hence invisible within the space
- Some Think Tanks outside of Harare that were approached for the survey could not respond to the questionnaire even by the time the report was compiled, rendering the report 'Harare centric'.

Data Collection

The sampling audit was then followed by data collection from the identified sample. A data collection instrument which covers the core areas of consideration was developed and used to collect data between July and September 2019. The validity of the instrument is primarily based on the successful implementation of a measurement scale that was effectively used to undertake a similar scoping study covering philanthropy organisations. Additionally, the instrument was based on several elements mentioned in the Global Reports on Think Tanks as definitions and criteria for being a Think Tank. It was, not possible to reach all Think Tanks for face-to-face interviews. The instrument developed was online based allowing Think Tank executives and their support staff to respond to the questionnaire virtually. Responses were received in real time on the survey platform. Of the initial database of about 20 Think Tanks, only 10 managed to respond both virtually and through face-to-face engagements.

The next section thus highlights the names and focus areas of each Think Tank that responded.

Data Charting

Table 3 provides a list Think Tanks and their focus areas.

Table 3: Think Tanks Repository

	Name of Think Tank	Focus Areas
1.	ZIMCODD- Zimbabwe Coalition on Debt and Development	Social and economic rights, Public finance management, Natural resource governance, Trade justice and livelihoods, Movement building, Organisational development
2.	AFRODAD- The African Forum and Network on Debt and Development	Debt management, Domestic Resources mobilisation, International public finance
3.	ZELA- Zimbabwe Environmental Law Association	Promotion of environmental justice, sustainable and equitable use of natural resources, democracy and good governance
4.	NANGO- The National Association of Non-Governmental Organisations	Capacity building, Operational environment, Human rights governance
5.	AWIDE- African Women's Initiative in Developing Economies	Sustainable development, gender equity and sensitivity, women empowerment
6.	NAYO- National Association of Youth	Development, Civic activism, social participation, mainstreaming
7.	LEDRIZ- The Labour and Economic Development Research Institute of Zimbabwe	Advocacy and engagement, economic literacy/socio-economic rights, women and gender,
8.	CCDZ- Centre for Community Development	Promotion of democratic citizen participation in governance, community capacity building
9.	SMAIAS- Sam Moyo African Institute for Agrarian Studies	Independent research institute that works with key actors throughout Africa to enhance capacity to develop and implement equitable agrarian policies and promote sustainable land use in support of marginalised groups through undertaking research, policy analysis, training and dialogue
10.	SAPES Trust- Southern African Political Economy Series	Social science research, teaching, policy dialogue, networking and publications
11.	SEATINI- The Southern and Eastern Africa Trade Information and Negotiations Institute	Trade and food security and sovereignty, Mining and agriculture, Women initiatives, Global Health initiatives
12.	PACT Zimbabwe	Integrated approach, Systematic change and solutions, Capacity building, strengthening peace and security institutions
13.	Ruzivo Trust	Policy advocacy, knowledge co-creation, Innovation

	Name of Think Tank	Focus Areas
14.	MISA Zimbabwe- Media Institute of Southern Africa	Promotion, lobbying and advocacy for freedom of expression, access to information and a free media
15.	INSAF- Institute for Sustainability Africa	INSAF strives to transform people, organisations and institutions towards sustainable economies, development and living in Africa through fostering research and policy, programmes and knowledge sharing.
16.	SARDC- Southern Africa Research and Documentation Centre	Strengthen regional policy perspectives, Track implementation of African issues, Institutional capacity, Governance
17.	ACBF- The African Capacity Building Foundation	Advance policy making processes, research-based policy options, contribute to the formulation of policies and strategies
18.	RAU- Research and Advocacy Unit	Citizen agency through research and advocacy, Governance issues, Constitutionalism, Gender, Youth
19.	ZI- Zimbabwe Institute	Policy think tank, fosters dialogue between different parties and policy makers
20.	ZEPARU- Zimbabwe Economic Policy Analysis and Research Unit	Economic policy analysis and research, influence policy making and provide information to the public
21.	IES- Institute of Environmental Studies	Independent research institute focusing on socio-economic consequences of environmental change, information dissemination, collation, education and consultancy
22.	ZDI- Zimbabwe Democracy Institute	The ZDI focuses its research in democratization, good governance, political finance and economic governance, public policy, human rights and transitional justice, media and democracy relations, socio-economic policies; electoral studies and Zimbabwe's foreign affairs.
23.	ZWRCN-Zimbabwe Women's Resource Centre Network	The Zimbabwe Women's Resource Centre and Network (ZWRCN) commits to promoting women's social and economic justice in Zimbabwe and globally, through the power of information, networking and strategic advocacy.
24.	MPOI- Mass Public Opinion Institute	The Mass Public Opinion Institute (MPOI) is a non-profit, which undertakes, publishes, and discusses public opinion research. Its main objective is to gauge public opinion on topical issues of governance and public concern, and make this known to policy makers, implementers, and the public itself.

5.0 Think Tank Profiling

5.1 Institute for Sustainability Africa (INSAF)

Background

The Institute for Sustainability Africa (INSAF) was formed in 2010. It is registered as a Trust in Harare, Zimbabwe, and its focus is regional (Africa). The formation of the organisation was motivated by the need to advance sustainability initiatives for Africa, provide high impact applied research, and develop stakeholder capacities on sustainability and sustainable development. INSAF is registered as a Trust in Zimbabwe. Founder(s) and the Board of Trustees are responsible for setting the vision and mission of the organisation. In pursuit of the mission, INSAF focuses on:

- research and policy analysis
- projects implementation
- knowledge and learning
- training and capacity development
- advocacy and lobbying
- convening/dialogue(s)
- collaboration/partnership, and
- stakeholder engagement.

INSAF has Human Resources and Staff Development, Gender and Sexual Harassment, Information Technology (IT), and Conflict of Interest policies. The organisation carries out annual external audits, skills audits, and engages in a review of its programs.

Organisational Structure

INSAF is led by a Board of Trustees. The secretariat is headed by a Chief Executive/Founder of the Institute. Other positions in the organisation are Accountant, Communications Manager/Officer, Program/Projects Officer(s)/Manager, and Program Assistants.

Organisational Interventions

The organisation has a strategy that was internally developed. The strategy directs the organisation to focus on Social Justice, Inequality, Human Rights, Economic Justice/Governance, Rural Development, and Education.

Social Justice - Under Social justice, INSAF focuses on:

- research and advocacy for improved access and training on Social Justice in relation to education
- research on housing issues,
- advocacy for improved access in respect of social health policy, food security and sanitation.

Inequality - Under inequality, INSAF focuses on:

- research, advocacy for improved access, and development of alternative policy options and models for drivers of inequality: tax regimes
- research and advocacy for improved access with respect to poverty and income distribution
- research only on models of economic development and government effectiveness
- advocacy for improved access in respect of drivers of inequality such as trade regimes

Democracy - Under Democracy, the institution conducts research on enhancing participation in local/ national process.

Human rights - The organisation carries out research and advocacy for improved access, development of alternative options and models to achieve economic rights for all.

Economic justice - Under 'Economic Justice/Governance' the organisation focuses on:

- research, advocacy for improved access, and development of alternative policy options and models for financial inclusion
- research, advocacy for improved access on public budget analysis
- research, advocacy for improved access on anti-corruption
- research, advocacy for improved access on natural governance (mining, wildlife, fisheries, forestry)

- research, advocacy for improved access on informal sector and Small Micro and Medium-sized Enterprises (SMMEs) development/support

Rural development - Focus under rural development is on:

- research, advocacy for improved access, and development of alternative policy options and models on rural livelihoods and local government reforms.
- research only on enhancing participation in local/national processes.

Organisational Projects

Projects implemented in the past two years include Restart Project, Mining Business, Business and Human Rights, Extractive Industries Transparency Initiative (EITI), and Sustainability Reporting. One of the projects with a budget of below US\$50,000 was funded by a multilateral development partner.

Knowledge Products Generation and Research

In the last three years, the organisation produced newsletters and quarterly reports, soft copies of policy briefs. These were disseminated electronically. The organisation produced reports on, Economic Justice/Governance. Most of the research work is done by internal staff who occasionally work with consultants. Research is disseminated through the website and official launches.

Constituency and Movement Building and Collaborations

The beneficiaries of INSAF's work are:

- Local communities
- Local NGOs
- International NGOs
- Community Based Organisations (CBOs)
- Government departments
- Think tanks with technical expertise, and
- and Small, Micro and Medium-sized Enterprises (SMME's) as special interest communities.

The beneficiaries benefit by way of training support, the use of evidence that is generated by INSAF for policy advocacy, approaching INSAF to prepare alternative policy positions, and using INSAF's online materials in developing their

own programs. The beneficiaries participated in the strategy making process and suggested areas of focus for the Institute.

INSAF collaborates with CBOs, local NGOs, international NGOs, government departments, Think Tanks with technical expertise, and multilateral agencies (e.g. United Nations (UN) agencies). In these collaborations, similar projects are jointly implemented, INSAF provides research-based evidence to advocacy-focused partners and receives research-based evidence from research organisations. INSAF also provides technical assistance. The Institute networks with like-minded organisations, it engages at the national, sub-regional, regional, and global levels. Networking has contributed towards increasing visibility of INSAF’s work and enhanced its effectiveness. INSAF prepares policy briefs to support policy positions, engages in analysis and communicating policy gaps, suggests on new models, engages with policy makers, and mobilises network(s) seeking policy change. The senior management team is responsible for advocacy.

Measure of Effectiveness

INSAF has a Monitoring and Evaluation Officer who measures its impact. In addition, this is also done by the organisation’s management, consultants, and government. The effectiveness of interventions is measured through ongoing internal monitoring, promoting feedback from partners, and government’s adoption of recommendations proffered. External reports citing INSAF’s work and independent evaluation reports contain documented evidence on the effectiveness of the Institute’s interventions. The website has 60 visitors from within Zimbabwe, 15 from Southern Africa, and 15 from the international (global) level. INSAF has over 100 Facebook followers, over 500 Twitter followers, and over 6 700 LinkedIn followers. It engages with the media through Television appearances, radio features, and newspapers.

Table 3: Analysis of Reach

Digital Channels/Platforms	No. of People Reached	Effectiveness
Website	60	Low
Facebook	100	Low
Twitter	500	Low
LinkedIn	6 700	High

Financial Sustainability

The organisation funds its own work through fundraising and consultancy income. It has a finance/funding strategy. It has immovable assets/property.

External Environment

The top five (5) factors that affect the work of the organisation were identified as the current funding situation, economic crisis, local government practices, literacy levels, and government policies. It has become dynamic and creative to respond to changes in the environment.

5.2 Labour and Economic Development Research Institute of Zimbabwe (LEDRIZ)

Background

The Labour and Economic Development Research Institute of Zimbabwe (LEDRIZ) is a research-based Think Tank established in 2003 and registered under the Deed of Trust. LEDRIZ is governed by a Board comprising six trade union leaders nominated by the General Council of the Zimbabwe Congress of Trade Unions (ZCTU) and four distinguished academics and civil society leaders. LEDRIZ runs under an Executive Director with supporting staff such as Accountants, Programs Manager, IT Officer, Project Officers and Assistants. The main objective of LEDRIZ is to develop through research 'well-grounded pro-working people, policy positions designed to influence development processes and outcomes at national, regional and international levels' (<http://www.ledriz.co.zw/index.php/about-us>).

LEDRIZ's vision is an empowered labour movement able to influence policy formulation, decision making processes and outcomes towards human centered development. Its research is intended to be of a high standard, practical and relevant in order to reach, and be used by, a wide spectrum of stakeholders ranging from the labour movement, cooperating partners such as other research institutes, business, government and other interested groups. Its mission is crafted around strengthening the labour movement's capacity to carry out policy-oriented research that will protect, safeguard and advance the rights and interests of working people in Zimbabwe.

In pursuit of the achievement of its strategic objectives, LEDRIZ carries out the following:

- engages in knowledge generation/research
- conducts policy analysis and advocacy
- hosts and participates in convening/dialogue(s)
- does mobilisation/movement building, and
- engages in collaborations and partnerships.

LEDRIZ carries out annual audits as well as program reviews during the course of the year. Policies such as Human Resources and Staff Development, Gender and Sexual Harassment, IT, and Conflict of Interest have been put in place to address issues that may arise within the organisation.

Organisational Interventions

LEDRIZ's organisational strategy is internally developed and covers themes such as Social Justice, Inequality, Democracy, and Economic Justice. Areas of focus under the different themes are as follows:

Social Justice - Under the 'Social Justice' theme, LEDRIZ engages in:

- social policy research, training, and advocacy for improved access in education, housing, inequality, economic justice/governance, gender and women's rights sectors.

Inequality - Under 'Inequality', LEDRIZ focuses on:

- research, advocacy work, and training on poverty and income distribution, models of economic development, government effectiveness, welfare systems, drivers of inequality: trade and tax regimes.

Democracy - Under 'Democracy' LEDRIZ focuses on:

- local government reforms/effectiveness, enhancing participation in local/national process and movement building/support.

Economic Justice - Under the 'Economic Justice' Theme, LEDRIZ focuses on:

- research, advocacy for improved access, training on human rights, as well as litigation around public budget analysis, anti-corruption, financial inclusion, natural governance (mining, wildlife, fisheries, forestry) and informal sector and SMMEs development/support.

Organisational Projects

During the last two years, LEDRIZ had several funded projects. Amongst the currently running projects are Decent Work Agenda with the European Union; Transitioning Informality to Formality; Socio-economic Rights; Green Economy and Jobs; and Analysis of Economic Policies (fiscal and monetary). The funding cycles of the projects are between six (6) months to 24 months with the funders mainly being bilateral development partners and funding of up to US\$1,000,000 depending on the type of project and its duration.

Knowledge Products Generation and Research

Since its establishment, LEDRIZ has been a producer of evidence-based research which it has used as an indispensable tool for making policy recommendations for the adoption of sound policies in Zimbabwe and across the sub-region.

Depending on magnitude and scope, research at LEDRIZ is carried out by either the internal team, research fellows, or external consultants. In its first year of establishment (2004), LEDRIZ published two main articles and produced several reports from surveys and studies. Research carried out includes issues around gender and market liberalisation in Zimbabwe, deciphering the impact of globalisation and trade agreements on the Zimbabwean economy. Over the last three years, LEDRIZ has produced under the main thematic focus area of 'Economic Justice and Governance', more than 12 newsletters, monographs, reports, and over 12 books have been published, printed, and distributed. LEDRIZ has over the years adopted the use of other information dissemination vehicles such as dialogues, conferences, round tables, launch events, workshops, TV and radio appearances, targeted meetings, and memos. In each year, LEDRIZ has hosted and attended over 15 of the above events, inviting individuals and organisations from CSOs, NGOs, embassies, business sector, government officials, political parties, donor agencies, and the general citizens. Regarding advocacy actions, LEDRIZ carries out advocacy through preparation of policy briefs to support policy positions, analysing and communicating policy gaps as well as suggesting new models, engagements with policy makers, and mobilising network(s) seeking policy change at local, national, and sub-regional levels.

Constituency and Movement Building and Collaborations

Having been born out of the need to service and provide research under ZCTU, LEDRIZ has special interests in labour-related and workforce issues. However, the organisation also serves:

- the local community
- local and International NGOs
- social movements
- government departments
- Think Tanks with technical expertise, and
- multilateral agencies, for example UN agencies.

The above have also played various roles such as helping establish the organisation, suggesting areas of focus, being involved in mapping the problems that the organisation should focus on while some users of LEDRIZ's information and beneficiaries also fund some of its work. LEDRIZ has collaborative partners in

the labour sector across the region such as the National Labour and Economic Development Institute (NALEDI) based in South Africa, the Labour Resource and Research Institute (LaRRI) from Namibia, and the Southern Africa Trade Union Coordination Council, based in Botswana. In its collaborative efforts, LEDRIZ has managed to increase the visibility of its work, thus generating a wider reach; enhance its effectiveness; gain and provide access to vital platforms, benefit from training, and receive access to information as well as resources. With its collaborative partners, LEDRIZ has and continues to undertake joint implementations in similar projects, provide research-based evidence to advocacy focused partners as well as provide technical assistance.

Measure of Effectiveness

Cognisant of the four approaches and methods used to assess Think Tank impact, LEDRIZ's donors mainly measure and evaluate their impact based on outputs indicators such as publications produced (policy briefs, books, journal articles), convenings, dialogues, seminars organised, staff nominated for government posts; impact indicators such as recommendations considered and/or adopted by policy makers and utilization indicators such as consultations by officials or government agents, quality of media appearances and citations. Internally, LEDRIZ commissions regular evaluations, does ongoing internal monitoring, promotes feedback from partners, and also considers government adoption of prior policy recommendations made. LEDRIZ also has several reports and citations from the media, both written and online, written/ recorded affirmation by beneficiaries and independent evaluation report.

Financial Sustainability

Think Tank programs and projects should be able to fund themselves. Thus, if an organisation is able to demonstrate the impact and effectiveness of its work, then eventually, that may contribute to its sustainability by offering other avenues to generate revenue, or to either raise funds or reduce costs. LEDRIZ operates on a US\$500,000 annual budget with 20% of it dedicated to institutional support/administration costs. Operating with the guidance of a financial policy and a sustainability plan, LEDRIZ funds its work through fundraising and consultancy incomes. In response to an external changing environment, LEDRIZ engages in a mapping exercise and conducts ongoing internal reviews as measures

On a scale of 1-10, LEDRIZ identifies the funding situation, information technology, and language barriers (affecting their impact in some social systems) at grassroots level as the major threats to their existence and deliverance of their work.

5.3 National Association of Youth Organisations (NAYO)

Background

The National Association of Youth Organisations (NAYO) is a youth umbrella body for youth organisations working in Zimbabwe. It was formed in 2011 and registered as a Trust in Harare. The main reasons for the establishment of the association were to create a platform for young people on development issues; to build consensus for the youth agenda; and to create a common platform to show case different initiatives and ideas. NAYO has its vision and mission collectively set by the secretariat, board, and management committee. The vision is spelt out as “to see a repositioned, redefined and enhanced role of youth in community and national, regional, and international developmental processes”. The mission is to address the challenges that youth are facing and contribute towards their active participation in developmental processes through coordination, advocacy, capacity building and information sharing initiatives. In terms of geographic areas of focus, NAYO concentrates on the district, provincial, and national levels. Locally, NAYO chairs the National Youth Sector in the National Association of NGOs (NANGO) in Zimbabwe. Beyond this, NAYO is the Regional Youth Coordinator for SADC regional office of the Afro-Arab Youth Council (AAYC) and Global Youth Coordinator for CSOs Partnership for Development Effectiveness (CPDE).

To achieve its objectives and mission, NAYO:

- engages in research and knowledge generation
- carries out policy analysis and advocacy
- hosts and attends convenings and dialogues
- engages in mobilization or movement building
- collaborates with other organisations, and
- engages in capacity strengthening.

The organisation carries out internal financial audits, annual external audits, IT systems audit, skills audit, and reviews programs. Internal policies that are in place in the organisation include Human Resources and Staff Development, Gender and Sexual Harassment, Conflict of Interest, Financial Management, Child Protection, and Monitoring and Evaluation policies.

Organisational Structure

Being a membership-based organisation, representatives from NAYO member organisations (currently 183) constitute the highest decision-making and policy formulation body of NAYO that is known as the General Assembly (GA). Membership of NAYO is classified as either 'full membership' or 'affiliation' and members influence the strategic and policy direction of the organisation. Below the GA comes the Board with responsibility to supervise the Secretariat. The secretariat of the organisation is headed by an Executive Director. Below the Executive Director are the Finance Manager; an Accountant, Programs Managers; IT Manager; Communications Manager/Officer; Program/Projects Officer(s) and Assistants, and a Mainstreaming Officer (see Figure 2). In support of all the program areas, the Mainstreaming Officer has responsibility to mainstream cross-cutting themes, namely HIV and AIDS, Climate Change, Gender, and Peace building in the organisation's work.

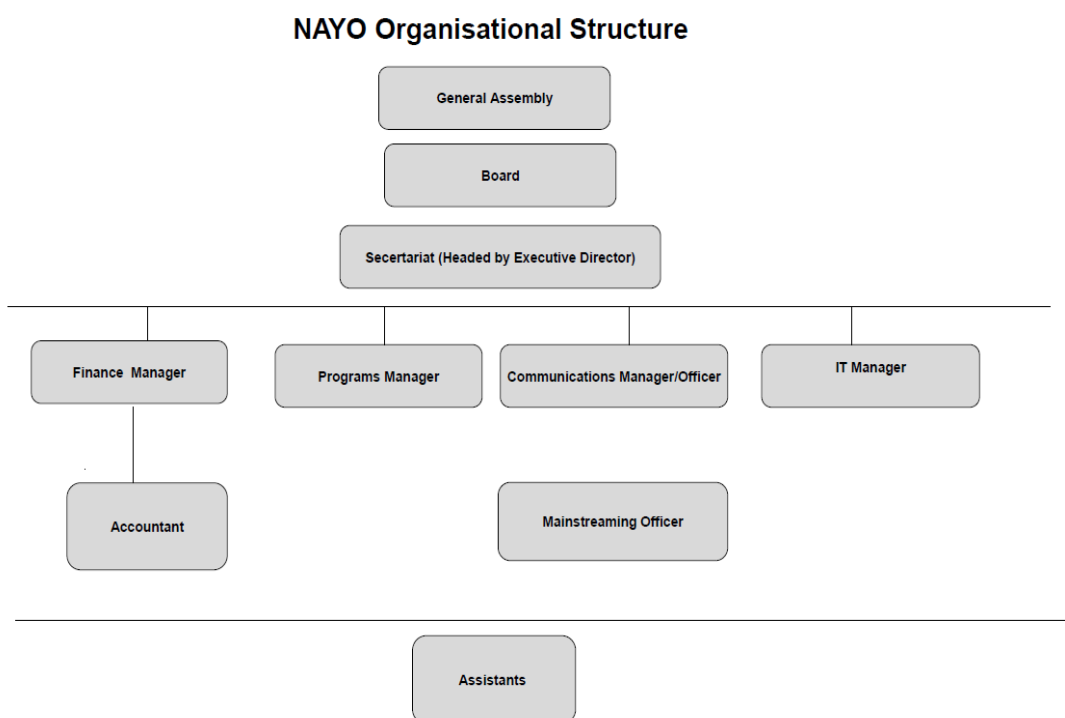


Figure 2: Organisational Structure

Organisational Interventions

The strategy of NAYO is jointly developed by the internal team, the management, and an external consultant. Guided by the strategy, the association focuses on a wide range of issues. The thematic areas of interest are Social Justice, Inequality, Democracy, Human Rights, Economic Justice/Governance, Gender and Women's rights, Youth, and Development cooperation. Focus under these is as follows:

Social Justice - Under the social policy cluster, NAYO does

research and advocates for improved access, as well as conducting training on Social Justice. The organisation is also currently focusing on civil protection, particularly Cyclone Idai under the same theme.

Inequality - The focus of NAYO on issues under the theme of 'inequality' is on

research on government effectiveness, advocacy for improved access, and in the development of alternative policy options and models for drivers of inequality, relating to trade regimes and illicit financial flows.

Democracy - Similarly, NAYO's democracy related work involves

research, advocacy for improved access, and the development of alternative policy options and models on electoral reforms; voter education; election monitoring and observing; nurturing citizenship; local government reforms/effectiveness; enhancing participation in local/national process; and movement building/support.

Human rights - NAYO's stake in human rights is specifically on the following:

research, advocacy for improved access, education/ training on human rights, and litigation on political and civil rights; minority rights; cultural rights; women's rights; economic rights; free speech; and freedom of assembly.

Economic justice/governance - NAYO's focus under Economic Justice/ governance is on:

research, advocacy for improved access, development of alternative policy options and models on public budget analysis; financial inclusion; anti-corruption; natural governance (mining, wildlife, fisheries, forestry); and informal sector and SMMEs development/support.

Organisational Projects

NAYO has projects funded by private international philanthropy organisations and bilateral development partners. Projects implemented in the last two years include Youth and Accountability in Government; Defending Youth Agency; Non-state Actors Alliance; CSO Campaign on Development Effectiveness; and Youth in Action for Development Effectiveness projects. Out of the five projects, three are budgeted at between US\$100,000 and US\$300,000, with two running for 24 - 48 months and one between six (6) and 12 months. Budgets for the other two projects, with a duration that exceeds 48 months, are over US\$500,000.

Knowledge Product Generation and Research

In terms of knowledge products, NAYO produces an organisational newsletter, policy briefs and reports. The organisation also runs a blog and publishes journal articles and book chapters. Over the past three years, between more than six of these were produced. Research is carried out by the internal team and occasionally they hire external consultants. The research normally includes desktop research, field surveys, and policy research. In disseminating its research, NAYO posts on its website, does official launches, and circulates through email list servers. In the past three years, several other ways have been used to disseminate information. The organisation held five convenings, more than 20 workshops, and attended more than five book launches. In addition, the organisation has made more than five presentations at public meetings, NAYO had more than 15 newspaper postings and attended more than five meetings with policy makers/NGOs, CSOs, embassies, business sector, government, political parties, donor agencies, and general citizens.

NAYO carries out advocacy, seeking to influence policy change at local (community/municipality), national, sub-regional (e.g. SADC, Common Market for Eastern and Southern Africa (COMESA)), and global levels. Advocacy actions include preparation of policy briefs to support policy positions, analysing and communicating policy gaps and suggestions on new models, engagements with policy makers, and mobilising network(s) seeking policy change. Advocacy work is the responsibility of an Advocacy Unit within the organisation. NAYO has 6903 Twitter followers and also engages the media through TV appearances, radio features, and newspapers.

Constituency and Movement Building and Collaborations

NAYO's work benefits several stakeholders including:

- local communities
- local NGOs
- international NGOs
- social movements
- CBOs
- government departments
- Think Tanks with technical expertise
- multilateral agencies, for example UN agencies, and
- specific special interest communities such as arts and culture, disabled, and orphans.

These beneficiaries use evidence generated for policy advocacy, leverage on the name of NAYO to enhance their own interventions, approach NAYO for the preparation of alternative policy positions, and use NAYO's online materials in developing their own programs. The same beneficiaries also contributed to the strategy of NAYO or its areas of focus in various ways, including helping to establish the organisation, participating in the strategy making process, suggesting areas of focus, and being involved in mapping the problems that the organisation should focus on. Some of the beneficiaries also fund NAYO's work.

In terms of collaborations, NAYO partners with CBOs, local NGOs, international NGOs, government departments, Think Tanks with technical expertise, and multilateral agencies (e.g. UN agencies). Collaboration is in respect of joint implementation in similar projects, providing research-based evidence to advocacy focused partners, being a recipient, and in some cases provider, of technical assistance. NAYO is also part of an existing network of organisations engaged in similar work, engaging with like-minded organisations at the national, sub-regional, regional, as well as global levels. Benefits from such engagement have included increasing visibility of their work, enhanced effectiveness, access to vital platforms, training, access to information, access to resources, and solidarity.

Measure of Effectiveness

In measuring the effectiveness of its interventions, NAYO commissions regular evaluations, has in place an ongoing internal monitoring process, promotes feedback from partners, and uses the indicator of government's adoption of its recommendations. Apart from the inhouse Monitoring and Evaluation Officer and the organisation's management, consultants and donors play roles in evaluation. As documented evidence of the impact of its work, NAYO has had external reports citing its work, written/recorded affirmation by beneficiaries, as well as independent evaluation reports.

Financial Sustainability

NAYO funds its work from multiple sources, including earnings from existing endowment, Fundraising, Consultancy income, and Income from other investments. The organisation gets 30% from fundraising; 60% from consultancy; and 10% from other investments. NAYO does not own any immovable assets/property. The organisation has a finance/funding strategy in place. In case it runs out of funding, as a membership organisation, NAYO will be able to still get involved in different CSOs' platforms, within networks, thus maintaining its visibility. Consultancy income could also keep the organisation running.

External Environment

The main factors affecting the work of NAYO were identified as including the funding situation, limited number of collaborating partners, local government practices, information technology, and government policies. In view of changes in the environment, NAYO has recruited interns, intensified fundraising efforts, and leveraged on networks to ensure their presence is visible with regards to the youth agenda at a regional level with enhanced interface with government in the areas of policy shifts.

5.4 Research and Advocacy Unit (RAU)

Background

The Research and Advocacy Unit (RAU) is an independent NGO, formed in 2006. It is registered as a trust. Its formation was necessitated by the banning, of Amani whose founders felt the need for research to continue. RAU is registered in Zimbabwe which is also its geographic area of focus. The Unit has a clearly stated vision and mission set by the whole organisation.

The mission is “to conduct research on human rights and governance issues, particularly those pertaining to women, children and state institutions, with a view to bringing about policy changes which promote a democratic culture within Zimbabwe”.

The vision is “to be a key organisation fostering a democratic culture through citizen empowerment”.

In pursuit of the achievement of the objectives and mission, RAU is involved in:

- knowledge generation/research
- policy analysis and advocacy
- convening/dialogue(s)
- mobilisation/movement building, collaboration/partnership, as well as
- enhancement of capacity.

Policies within RAU are the Human Resources and Staff Development; Gender and Sexual Harassment; IT; Conflict of Interest; Vehicle, and Climate Change policies. Annual external audits are carried out, as well as program reviews.

Organisational Structure

RAU has a Board of Trustees comprised of experienced academics, gender and NGO management experts. Board of Trustees/Directors. It also comprises of the Founder, an Executive Director/Chief Executive Officer, Finance Director/Manager, Accountant, and Communications Manager/Officer.

Organisational Interventions

RAU has a strategy developed by the internal team, management, and an external consultant. Consistent with the strategy, RAU focuses on Gender and Women's Rights, Displacements and Governance, Youth, and Climate Change. RAU has

produced over 100 reports and opinion pieces on a wide variety of topics, some under its name and others in the name of its partner organisations.

Organisational Projects

Projects implemented by RAU in the past two years include Young Women and Devolution; People in Contact and Conflict with Justice System; Women Participation and Governance; Youth Resilience and Vending. Of these, three have budgets below US\$500,000, one has a budget between US\$100,000 and US\$300,000, and the last one has a budget of US\$300,000 and US\$500,000.

Knowledge Products Generation and Research

In the last three years, RAU produced eight policy related products inclusive of policy briefs, reports, journal articles, and books. Research is carried out by the internal team and involves desk research and surveys. RAU also utilises research carried out by the Mass Public Opinion Institute. Research is disseminated through the website, official launches, and circulation through email list servers, as well as in hard copies. In the last three years, RAU was part of more than 20 workshops with CSOs, NGOs, embassies, business sector, government, political parties, donor agencies and general citizens. RAU also featured on TV and radio interviews discussing policy-related research. RAU carries out advocacy, seeking to influence policy change at the local (community/municipality) and national levels. RAU's advocacy involves preparation of policy briefs to support policy positions, analysis and communication of policy gaps, and suggestion of new models, engagements with policy makers, and mobilising networks seeking policy change. An advocacy unit within RAU and the Executive Director/ Chief Executive Officer is responsible for advocacy.

Constituency and Movement Building and Collaborations

RAU's work benefits:

- local community
- local NGOs
- international NGOs
- social movements
- CBOs
- government departments
- Think tanks with technical expertise
- multilateral agency, for example UN agencies, and

- specific special interest communities that include women and youth.

These get training support, use RAU-generated evidence for policy advocacy, and leverage on the name of RAU to enhance their interventions. The contribution of the beneficiaries to RAU's strategy/focus areas has been their involvement in mapping the problems the organisation focuses on.

RAU collaborates with other organisations. It collaborates with CBOs, local NGOs, for example it is a member of the Zimbabwe Human Rights NGO Forum and the Women's Coalition of Zimbabwe. It also works closely with international NGOs; government departments; think-tanks with technical expertise; multilateral agencies (e.g. UN agencies). Collaboration areas have included joint implementation in similar projects, provision of research-based evidence to advocacy focused partners and receiving as well as providing technical assistance. RAU, in pursuit of better advocacy, also produces documentary videos to complement the reports that it produces. In partnership with New York-based WITNESS, it has produced four widely respected documentary films.

Measure of Effectiveness

In measuring its impact, RAU commissions regular evaluations, engages in ongoing internal monitoring, promotes feedback from partners, considers government's adoption of recommendations it proffers. The organisation's management measures the impact. RAU has written/recorded affirmation by beneficiaries, as documented evidence of the impact of its interventions to date. It engages the media TV appearances, radio features, and newspapers.

Financial Sustainability

RAU's annual budget is US\$400 000 - US\$1.2 million, with 80% going towards programs/projects and 20% towards institutional support (administration costs). The Unit has a mix of sources through which it funds its work. These are earnings from existing endowment, fundraising, consultancy income, and income from other investments. Earnings from existing endowment contribute 3%, fundraising 100%, consultancy income: 3 - 4%, and income from other investments 3%. RAU does not have a finance/funding strategy. In preparation for a situation where it runs out of funding, RAU has not yet done anything but is currently trying to put a *paypal* system in place for people to pay for its publications.

External Environment

The main factors affecting RAU's work include the funding situation, information technology, literacy levels, limited number of collaborating partners, the economic situation, and government policies.

5.5 Southern and Eastern African Trade, Information and Negotiations Institute (SEATINI)

Background

It is a regional NGO working in 21 Eastern and Southern African countries and specializing in building African capacity to better negotiate at the World Trade Organisation (WTO), and other trade negotiating fora. The Southern and Eastern African Trade, Information and Negotiations Institute (SEATINI) was established in 1996, and 2014 as SEATINI Zimbabwe. It is registered as a Trust in Zimbabwe. The organisation was formed to build capacity on issues of trade, agriculture, livelihoods; global health diplomacy, social movement building; and extractives and resource governance. It is currently present in four countries. Geographically, it focuses on the District, Provincial, National, Sub-regional (West, East Africa), Regional (Africa), and Global levels. Setting of the vision and mission is done by the Board of Trustees/Directors and senior management.

The vision of SEATINI is “strengthening Africa in World Trade with the view of having fair and sustainable trade” while its mission is “Strengthening the capacity of African trade negotiators and other stakeholders to take a more effective part in the global trading system, better manage the process of globalization and offer Eastern and Southern African countries viable alternative options to the neo-liberal development strategy (NLDS)”. To achieve its mission, SEATINI engages in

- research and knowledge generation
- policy analysis and advocacy
- convening/dialogue(s)
- mobilisation/movement building, and
- collaboration/partnership.

Policies within the organisation include Human Resources and Staff Development, IT, and Conflict of Interest policies. The organisation carries out annual external audits.

Organisational Structure

SEATINI has a Board of Trustees/Directors and Founder(s) leading the organisation. The secretariat comprises of the Executive Director/Chief Executive

Officer, Finance Director/Manager, Accountant, and Programs Directors/Managers.

Organisational Interventions

The organisation's strategy is developed by the internal team, management, and an external consultant. In line with the strategy, SEATINI focuses on Social Justice, Economic Justice/Governance, Gender and Women's rights, and Health.

Social justice - Under social justice, the focus is on:

- Research and advocacy for improved access, and
- training on social justice with respect to education, housing, health, food security and sanitation.

Knowledge Product Generation and Research

In the last three years, SEATINI produced organisational newsletters/quarterly reports, policy briefs/insights, white papers, reports, and journal articles. Research at SEATINI is done by the internal team and consultants, and it includes desktop, field based (survey), and policy research. In addition, SEATINI does popular research where it gives communities a chance to research with its guidance.

SEATINI uses its website, official launches, and circulation through email list servers to disseminate its research. The organisation also had, in the past three years, convenings and workshops with CSOs, NGOs, embassies, business sector, government, political parties, donor agencies, and general citizens. SEATINI participated in dialogues with CSOs, NGOs, embassies, business sector, government, political parties, donor agencies, and general citizens with between one and five book/ tool launch events with the same stakeholders.

In the areas of advocacy, SEATINI seeks to influence policy change across levels, at local (community/municipality), national, sub-regional (e.g. SADC, COMESA), regional (e.g. AU), and global levels. Advocacy actions include preparation of policy briefs to support policy positions, analysis and communication of policy gaps and suggestions on new models, engagements with policy makers, and mobilising network(s) seeking policy change. Within the organisation, advocacy is the responsibility of the Board of Trustees, senior management, the Executive Director/ Chief Executive Officer, Advocacy Unit within the organisation, and network members.

Constituency and Movement Building Collaborations

Beneficiaries of the work of SEATINI include:

- local community
- local NGOs
- international NGOs
- social movements
- CBOs
- government departments
- Think Tanks with technical expertise
- multilateral agencies, for example UN agencies, and
- farmers, business, SMME's, the disabled, and women and youth also benefit as specific special interest communities.

Benefits include training support, use of evidence generated by SEATINI for policy advocacy, leverage on the name of SEATINI to enhancing their interventions, and using SEATINI's online materials in developing their programs. the beneficiaries of contributed to SEATINI's strategy/focus areas by suggesting areas of focus and being involved in mapping the problems the organisation focuses on.

Collaborative work by SEATINI involves partnering with CBOs, local NGOs, international NGOs, government departments, Think Tanks with technical expertise, and multilateral Agencies (e.g. UN agencies). Such collaborations are done in jointly implementing similar projects, providing research-based evidence to advocacy focused partners, and receiving research-based evidence from research organisations. SEATINI is part of a network of like organisations, collaborating at the community/local, national, sub-regional, regional, and global levels. This has helped increase the visibility of the organisation's work, enabling access to vital platforms, affording training opportunities, access to information, and access to resources.

Measure of Effectiveness

Consultants and donors measure the impact of SEATINI. To measure effectiveness of interventions, SEATINI commissions regular evaluations, does ongoing internal monitoring, and promotes feedback from partners. Documented evidence of the impact of the organisation's interventions to date is in external reports citing its work and written/recorded affirmations by beneficiaries. The organisation engages with the media through TV appearances, radio features, and newspapers.

Financial Sustainability

SEATINI has an annual budget of US\$200 000, 75% of which goes towards programs/projects and 25% towards institutional support (administration costs). The organisation funds its own work through fundraising. Fundraising contributes 70% while consultancy income accounts for 30%. It does not have a finance/funding strategy and does not own any immovable assets/property (e.g. residential, commercial, land).

External Environment

On a scale of 1- 10, one being the least impact and 10 the most, SEATINI identified funding situation, limited number of collaborating partners, cultural practices, information technology, literacy levels, and the economic situation as top factors that affect its work.

5.6 Sam Moyo African Institute for Agrarian Studies (SMAIAS)

Background

The Sam Moyo African Institute for Agrarian Studies (SMAIAS) was formed in 2003. It is registered as a Trust. Its geographic focal areas are the District, Provincial, National, and Regional (Africa) levels. The Founder(s) and Board of Trustees set the vision and mission for the organisation.

To achieve its mission, SMAIAS does the following:

- knowledge generation/research
- policy analysis and advocacy
- convening/dialogue(s)
- mobilisation/movement building, and
- collaboration/partnership.

Policies in place in the organisation are the Human Resources and Staff Development, Gender and Sexual Harassment, Conflict of Interest policies. The organisation carries out annual external audits.

Organisational Structure

The Institute is led by the Board of Trustees/Directors. It has an Executive Director/ Chief Executive Officer, Finance Director/Manager, Accountant, Program/Projects Officer(s)/Manager, Program Assistants, and Research Fellows.

Organisational Intervention

The strategy of the Institute is set by the internal team, management, and an external consultant. It focuses on Inequality, Gender and Women's rights, Rural Development, and Education.

Inequality - Under inequality, focus is on:

- research, advocacy for improved access, and development of alternative policy options and models for inclusive agrarian reforms
- research and advocacy for improved land tenure regimes in Zimbabwe and across Africa

- research and advocacy for improved access on drivers of Inequality

Rural Development - Under inequality, focus is on:

- Research, advocacy for improved access, and development of alternative policy options and models on land reforms, agrarian reforms, rural livelihoods, rural associations, enhancing participation in local/national processes, and movement building.

Knowledge Product Generation and Research

In the past three years, SMAIAS produced between more than ten monographs, policy briefs/insights, reports, and books. It also produced journal articles, book chapters, and blogs over the period under discussion. The institute published research papers and book chapters on land tenure, agrarian issues, and inclusive development. Research is carried by the internal team and occasionally part-time consultants are hired to complement the team. The research includes desktop research, field surveys, and policy research. To disseminate its research, the Institute uses its website, official launches, and circulation through mailing lists. Other means used to disseminate research in the past three years include workshops and public meetings. The organisation actively engaged NGOs, embassies, business sector, government, political parties, donor agencies, and general citizens through policy dialogues. The organisation's leadership also contributed to public debates by participating in radio and TV interviews.

The Sam Moyo African Institute for Agrarian Studies carries out policy advocacy, seeking to influence policy change at a Pan Africa level. These advocacy actions entail preparation of policy briefs to support policy positions, engagements with policy makers, and mobilising network(s) seeking policy change. The Executive Director/ Chief Executive Officer and a network member are responsible for advocacy within the organisation.

Constituency and Movement Building, and Collaboration

The work of SMAIAS benefits:

- Local community
- Social movements
- Government departments
- Think tanks with technical expertise
- The academia, for example, PhD students and other postgraduates, and
- Farmers as a special interest community.

Benefits include training support, use of evidence generated by the Institute for policy advocacy, leveraging on the Institute's name to enhance their interventions, approaching the Institute to prepare alternative policy positions, use of the Institute's online materials in developing their programs. The beneficiaries contributed to the strategy of the Institute or focus areas by participating in the strategy making process and getting involved in mapping the problems the organisation focuses on.

The Institute collaborates with local NGOs, government departments, and multilateral agencies (e.g. UN agencies) in jointly implementing similar projects, providing research-based evidence to advocacy focused partners, and providing technical assistance. The Institute is part of a network focusing on similar issues, engaging other organisations at the regional level. As a result, the Institute's work has become more visible, its effectiveness enhanced, and it has had access to vital platforms and information.

Measure of Effectiveness

The impact of SMAIASs' work is measured by consultants and the organisation's management, as well as the research team that does ongoing monitoring and evaluation. The effectiveness of interventions is measured through ongoing internal monitoring. Documented evidence of the impact of the work of the Institute is in external reports citing the Institute's work, written/recorded affirmation by beneficiaries, and independent evaluation reports. The Institute gets more than 50 visitors from within Zimbabwe, more than 30 from SADC, more than 10 from West Africa, more than 10 from East Africa, more than seven from Central Africa, and more than four from North Africa, and more than 20 from the international (global) region. The institute engages the media through radio features and newspapers.

Financial Sustainability

The annual budget for SMAIAS is US\$600 000. The distribution of the budget is such that 65% goes towards programs/projects while 35% meets institutional (administration costs). The Institute funds its own work through fundraising and consultancy income, getting 99% through fundraising and only 1% from consultancy income. The Institute has a finance/funding strategy and owns immovable assets/property in the land and buildings worth US\$200 000. If it runs out of funding, the Institute will focus more on consultancy work, cut the number of staff complement (interns and support staff), engage in donor mapping, and lease out part of the office space.

External Environment

Factors that mostly affect the work of the Institute include the economic situation, funding situation, information technology, limited number of collaborating partners, and local government practices. To respond to changes in the environment, the Institute adheres to the changing environment, particularly within the ministries they closely work with.

5.7 The Macroeconomic and Financial Management Institute of Eastern and Southern Africa (MEFMI)

Background

It was formerly the Eastern and Southern Africa Initiative in Debt and Reserves Management (ESAIDARM) formed in 1994, before being renamed to the Macroeconomic and Financial Management Institute of Eastern and Southern Africa (MEFMI) in 1997. The organisation was established to develop and sustain human and institutional capacity; raise awareness on emerging opportunities, trends, and risks amongst decision makers; and promote good governance and prudent management of resources and enhance individual and institutional efficiency. MEFMI is registered as a diplomatic mission in Zimbabwe. In terms of its geographic focus, MEFMI focuses on the sub-regional level (West, East Africa). Member countries include Zimbabwe, Burundi, Rwanda, Mozambique, Botswana, and Namibia, among others. The vision of MEFMI is to continue to be a centre of excellence in sustainable capacity building in selected critical fields in central banks, ministries of finance and of planning in Eastern and Southern Africa. The organisation's vision and mission are set by the whole organisation.

In seeking to achieve its mission, MEFMI uses various means including

- courses/workshops for professionals
- seminars for senior professionals
- country missions
- retreats for heads of relevant departments/divisions/units
- special policy-related studies, and
- preparation of manuals and guidelines courses/workshops.

MEFMI has Human Resources and Staff Development, Gender and Sexual harassment, IT, and Conflict of Interest policies.

Organisational Structure

MEFMI has a Board of Governors that is the supreme governing body of the organisation responsible for setting the policy of the institute. Below it, the Executive Committee appointed by the Board of Governors oversees the day to day operations of the Institute and reports to the Board. The secretariat is headed

by the Executive Director who is assisted by four Programme/Departmental Directors for the Macroeconomic Management Programme; Financial Sector Management Programme; Debt Management Programme, and Finance and Administration. MEFMI also has a Finance Director and Manager; Accountants; Programs Managers, Officers, and Assistants; Technology Officer/IT Manager; and Communications Manager/Officer.

Organisational Interventions

The strategy of the organisation is internally developed by the organisational team. Deriving from the strategy, the organisation's focus is on three main themes, namely Debt Management, Financial Sector Management, and Macro-economic Management.

Debt Management - MEFMI's debt management focus involves:

research, sustainability analysis, and the development of alternative policy options and models for the middle, back and front offices:

Financial Sector Management - In terms of financial sector management, their focus involves:

- implementation of risk-based supervision methodology as a supervisory tool for financial sector oversight.
- production of risk management guidelines, risk-based supervision policy framework.
- capacity around reserves management functions and internal credit risk analysis tool (ICRAT); and
- building member countries' capacity in securities markets regulation, financial markets fundamentals and financial inclusion.

Macro-economic Management - Under the Macro-economic Management Sector MEFMI's work involves:

- strengthening capacity of officials in member countries in the areas of macroeconomic statistics, financial programming and policy, monetary and fiscal policy analysis
- Private Capital Monitoring System (PCMS) to support countries' capacity to meet emerging needs of high frequency reporting of capital flows
- delivering tailor-made country specific capacity building interventions targeted towards the strengthening of institutional capacity in the use of macroeconomic models, financial programming and policy frameworks,

macro fiscal analysis frameworks and development of robust data collection systems.

Knowledge Products Generation and Research

In the last three years, MEFMI produced organisational newsletter/quarterly reports; reports; and journal articles (more than 12 of each in soft copy) distributed electronically (e.g. recipient email database, website downloads). It produced ten hard copies of books. Research at MEFMI is done by the internal team and they occasionally hire external consultants. The research involves desktop research and field surveys. The research is disseminated through the MEFMI website and circulation through email list servers.

Over the same period, MEFMI held more than five convenings, organized over 20 workshops, and attended several book launch events with government. The organisation was party to more than five dialogues which were held with CSOs, NGOs, embassies, the business sector, and government. MEFMI had over 20 public written media (newspaper posting) involving CSOs, NGOs, embassies, and the business sector; between one and five TV appearances were made on policy-related research and radio appearances on policy-related research, involving government. Further, the organisation had 10 - 15 targeted memos/meetings with policy makers, involving government. MEFMI mainly targets ministries of finance, ministries of economic development and planning or equivalent, and central banks, as well as other public institutions that interface with these core institutions. The Institute seeks to influence policy at the level of client institutions in 14 member countries in Eastern and Southern Africa. It prepares policy briefs to support policy positions, analyses and communicates policy gaps and suggests new models, and engages with policy makers.

Constituency and Movement Building and Collaborations

Beneficiaries of organisation's work include:

- government departments and
- Think tanks with technical expertise.

Benefits that accrue to these beneficiaries include training support; use of evidence generated for policy advocacy; leveraging on MEFMI's name to enhance their own interventions; approaching MEFMI to prepare alternative policy positions; and using the Institute's online materials in developing their own programs. The beneficiaries helped in the establishment of the Institute.

MEFMI engages in collaborative work, partnering with international NGOs, government departments/ministries, think-tank with technical expertise, and

multilateral agencies (e.g. UN agencies). Collaborations are in respect of joint implementation in similar projects and receiving research-based evidence from research organisations. Further, the organisation has collaborated with others as a recipient, and in some instances as a provider, of technical assistance. The Institute is part of an existing network of organisations engaged in similar work, engaging with like organisations at the regional and global levels. This has afforded the MEFMI a range of advantages including increasing visibility of its work; enhancing effectiveness; access to vital platforms; training; and access to information and resources.

Measure of Effectiveness

The impact of MEFMI is measured by an internal Monitoring and Evaluation Officer, the organisation's management, consultants, and donors. Interventions' effectiveness is measured through the commissioning of regular evaluations, ongoing internal monitoring, promoting feedback from partners, and government's adoption of recommendations proffered by the Institute. Documented evidence of the impact of the Institute's interventions is in external reports citing its work, written/recorded affirmation by beneficiaries, and independent evaluation reports. The organisation's website reaches 32 000 people. MEFMI has 1 000 Twitter followers and engages with the media through TV appearances; radio features; and newspapers.

Financial Sustainability

MEFMI has an annual budget of US\$4.9 million, distributed using the ratio of 60:40 between programs/projects and institutional support (admin costs), respectively. The organisation funds its work through member country contributions. It has a finance/funding strategy and owns immovable assets/property in the form of an office building.

External Environment

In its work, MEFMI is mainly affected by funding situation, information technology, limited number of collaborating partners, and the economic situation. The organisation has established a commercial unit to respond to changes in the environment.

5.8 Zimbabwe Democracy Institute (ZDI)

Background

The Zimbabwe Democracy Institute (ZDI) was established in 2012 and registered under a deed of Trust in Harare. The organisation was established to strengthen policy formulation through public policy debate, inculcate a culture of critical debate on public affairs, and ensure direct participation of women and youths in public policy formulation and implementation, among other reasons. ZDI aims to promote open, informed and evidence-based debate by bringing together pro-democracy experts to a platform that offers new ideas to policy makers with a view to entrench democratic practices in Zimbabwe. Their ultimate overriding agenda is to realize a democratic Zimbabwe by aiding the political transition in the country to produce and sustain democracy via credible elections. Areas of focus include democratization; good governance; political finance and economic governance; public policy; human rights and transitional justice; media and democracy relations; socio-economic policies; electoral studies and Zimbabwe's foreign affairs, among others.

ZDI's mission is achieved through:

- knowledge generation/research, and
- national policy conferences and debates

The ZDI carries out annual external audits and has policies such as Human Resources and Staff development in place to address the pertinent issues that may occur within the organisation.

Organisational Interventions

ZDI's strategy is developed through the combined inputs of the internal team, the management, and an external consultant. The broad strategic areas of focus for the organisation include, but are not restricted to, Social Justice, Democracy, Human Rights, Economic Justice/Governance and Gender and Women's Rights. ZDI's work under the different themes is as follows:

Social Justice – research, advocacy and training on social policy education.

Democracy - research on electoral reforms, election monitoring and observing, as well as enhancing participation of citizens in local and national processes.

Human Rights - research on political and civil rights, minority rights, women's rights, economic rights, free speech, and freedom of assembly.

Governance - research is only centered on anti-corruption.

Rural Development - local government reforms.

Organisational Projects

The ZDI has several projects that are running with a time frame of six to 24 months. The projects underway, funded by private international philanthropic organisations, include Dialogue and Transition, Election Management in Competitive Regimes, The Military in Transition, The Military Factor in Elections, and The Military in Economy. These projects seem to be mostly aligned to the 'Democracy' thematic area, and the funding varies from and can be up to US\$100,000, depending on project cycle term.

Knowledge Products Generation and Research

The ZDI uses a combination of internal researchers as well as external consultants for their research which is mainly field-based surveys. Under the 'Democracy' and 'Human Rights' thematic areas, ZDI has managed to produce and publish, within the last few years, more than 12 organisational newsletters/quarterly reports and policy briefs, distributing them via electronic media and also hard copies. Over the last three years, ZDI has been using several information dissemination vehicles to help drive their narrative on providing innovative ideas and cutting-edge research and policy analysis to advance democracy, development, good governance, and human rights respect in Zimbabwe. The Institute has in that regard hosted between five and 10 convenings, workshops as well as featured over 10 times in the print media (newspaper) and had about five TV and radio appearances. It also made presentations at targeted meetings. The ZDI carries out advocacy actions through analysing and communicating policy gaps and suggestions at national level.

Constituency, Movement Building and Collaborations

From the work done by ZDI, beneficiaries are:

- Local communities
- Social movements
- CBOs, and
- Government departments benefit the most through using the evidence-based information.

These beneficiaries play a significant role in the strategy making process for ZDI as well as suggesting areas the organisation should focus on. The ZDI partakes in

collaborations with organisations like local NGOs, like-minded think-tanks with technical expertise on joint implementations in similar projects, provide research-based evidence to advocacy focused partners. Collaborations and being part of an existing network has enabled ZDI to increase visibility of its work as well as giving the organisation access to vital platforms.

Measure of Effectiveness

The ZDI makes use of a Monitoring and Evaluation Officer to undertake monitoring and evaluation within the organisation and also makes use of an independent evaluation from external consultants.

Financial Sustainability

The annual budget for ZDI is split at a ratio of 70:30 with 70% being allocated to programs and 30% to institutional support. Funding for the organisation is obtained mainly through fundraising and consultancy. With no existing endowments or assets (movable and immovable), ZDI does consultancy work as a fall-back strategy to ensure financial sustainability and as part of its financial plan.

External Environment

Given the complexities of a constantly changing environment, ZDI identified the funding situation in Zimbabwe as having the greatest negative impact on their work. Government policies and practices have also inhibited ZDI from their growth plans.

5.9 Zimbabwe Economic Policy and Research Unit (ZEPARU)

Background

The Zimbabwe Economic Policy and Research Unit (ZEPARU) was established in 2004 with the objectives of building sustainable human and institutional capacity for economic policy research and analysis, conducting needs-based and contextually relevant applied economic policy analysis and research that feeds into the policy making process and to serve as an economic knowledge bank from which stakeholders may obtain information and advice on best practices in economic policy. ZEPARU is registered in Harare, Zimbabwe under the Deed of Trust and operates at national and regional levels. ZEPARU is also governed by a clearly set mission and vision. The mission statement of ZEPARU speaks on undertaking customer-driven research and capacity building activities to promote a culture of evidence-based policy making and implementation processes in Zimbabwe. The long-term vision of the organisation is to become the leading centre of excellence in economic policy research and analysis in Zimbabwe. The vision and mission are collectively set by the whole organisation, including founder(s), Board of Trustees, and senior management.

To achieve its set objectives, ZEPARU undertakes:

- research/knowledge generation,
- policy analysis and advocacy,
- hosting and attending convening/dialogue(s), and
- engaging in collaboration/partnership with like organisations.

In place within ZEPARU are policies such as Human Resources and Staff Development, IT, Conflict of Interest and a Child Protection policy. To help the organisation stay on track as well as track internal issues, ZEPARU undertakes financial audits, annual external audits, IT systems audit, skills audit, review of programs.

Organisational Structure

A Board of Trustees governs the organisation which is run by an Executive Director with supporting staff that include a Finance Director/Manager, Accountant as well as Research Fellows, a librarian as well and an Outreach Officer.

Organisational Interventions

ZEPARU has a laid down strategy jointly developed by the internal team, the management, and an external consultant. Areas of focus as determined by the strategy are Inequality, Economic Justice/Governance, Gender and Women's rights, Rural Development, Health, and Youth.

Social Justice - Social policy focus relates to research and advocacy for improved access in respect of social policy in the following areas education; health; and food security. Social policy focus also includes infrastructure, health and education financing.

Inequality - Under Inequality, focus is on research and advocacy for improved access, development of alternative policy options and models around a wide array of issues, namely:

- poverty and income distribution; models of economic development; government effectiveness; welfare systems:
- drivers of inequality: trade regimes; drivers of inequality: illicit financial flows
- drivers of inequality: tax regimes.

Democracy - Under the Democracy theme, ZEPARU's work is confined to research, advocacy for improved access, and development of alternative policy options and models around local government reforms/ effectiveness.

Economic Justice - Economic Justice/Governance's focus is on:

- research, advocacy for improved access, and development of alternative policy options and models on public budget analysis
- financial inclusion
- anti-corruption
- natural governance (mining, wildlife, fisheries, forestry)
- informal sector and SME development/support
- macroeconomic recovery, reform and management, regional trade and integration.

Rural Development - Under 'Rural development' focus is on:

- research, advocacy for improved access, and development of alternative policy options and models on issues of land reforms, agrarian reforms, rural

livelihoods, rural associations, local government reforms, and enhancing participation in local/national processes.

Organisational Projects

In the past two years, ZEPARU has implemented the following programmes: Mining Sector Studies under the Governance and Institutional Strengthening Project; Development of Training Modules for Parliamentary Committees; and Blending Infrastructure Finance. The first project was funded by a bilateral development partner with a duration of 24 months while the other two projects were funded by private local individuals and had a duration of six months.

Knowledge Generation

ZEPARU has produced numerous knowledge products. In the last three years, the organisation has produced a regular newsletter, monographs, book chapters, books, and blogs. Between one and 12 of these were produced over the three-year period. In addition, over 12 policy briefs/insights and more than 24 reports were also produced. ZEPARU carries out desktop research, field surveys, and policy research. These are mostly conducted internally, by research fellows who are not full-time staff members of the organisation. The organisation disseminates its research through the website, official launches, circulation through email list servers, exhibitions and conferences, social media (Facebook and Twitter alerts), and engagement meetings. In the last three years, ZEPARU has held more than 5 convenings with CSOs, NGOs, embassies, business sector, government, political parties, and donor agencies.

Over the same period, ZEPARU staff attended more than 20 workshops organised by CSOs, embassies, business sector, government, political parties, donor agencies, general citizens. In addition, ZEPARU convened more than 15 dialogues, held 10 book launch events, and made more than 15 presentations at public meetings with CSOs, NGOs, embassies, business sector, government. It also had more than 20 targeted memos/meetings with policy makers as well as CSOs, NGOs, embassies, business sector, and government; over 20 public written media (newspaper posting); five to 10 TV appearances on policy-related research; and between one and five radio appearances on policy-related research.

ZEPARU carries out policy advocacy, seeking to influence policy at the local (community/municipality), national, and sub-regional (e.g. SADC, COMESA) levels. Advocacy actions include the preparation of policy briefs to support policy positions, analysing and communicating policy gaps and suggestions on new models, engagements with policy makers, and mobilising network(s) seeking policy change. The Executive Director oversees all advocacy engagements.

Constituency, Movement Building, and Collaboration

The work that ZEPARU does benefits the following:

- local community
- local NGOs
- international NGOs
- social movements
- CSOs
- government departments
- Think tanks with technical expertise
- multilateral agencies (e.g. UN agencies), and
- specific special interest community such as farmers, business, SMMEs, and the disabled.

Benefits realised by the beneficiaries include training support, use of evidence that ZEPARU generates for policy advocacy, preparation of alternative policy positions by ZEPARU, and use of ZEPARU's online materials in developing their programs. ZEPARU's work beneficiaries contributed to the organisation's strategy or focus areas by helping in the establishment of the organisation, participating in the strategy making process, suggesting areas of focus, and being involved in mapping the problems the organisation focuses on. Some of the beneficiaries also fund ZEPARU's work.

ZEPARU collaborates with other organisations in joint implementation in similar projects, providing research-based evidence to advocacy focused partners, receiving research-based evidence from research organisations, receiving and providing technical assistance. Organisations that ZEPARU collaborates with include CBOs, local NGOs, international NGOs, government departments, think-tanks with technical expertise, and multilateral agencies such as UN agencies.

ZEPARU is also part of an existing network of organisations engaged in similar work. Its engagement with like organisations is at the community/local, national, sub-regional, and regional levels. Such engagements have helped ZEPARU increase the visibility of its work, enhance its effectiveness, access vital platforms, benefit from training, have access to information, as well as access to resources.

Measure of Effectiveness

The impact of ZEPARU's work is measured by its management. The effectiveness of interventions is measured through ongoing internal monitoring, promoting

feedback from partners, and the adoption by government of recommendations proffered. Documented evidence on the effectiveness of the organisation’s interventions includes external reports citing its work, written/recorded affirmation by beneficiaries, and independent evaluation reports.

Through its website, ZEPARU reaches more than 10 000 people. In addition, it has 1 388 Facebook followers, 382 on Twitter, and twelve YouTube subscribers. ZEPARU also engages with the media through TV appearances, radio features, newspapers, and YouTube.

Digital Channels/Platforms	No. of People Reached	Effectiveness
Website	10 000	High
Facebook	1 388	High
YouTube	12	Low

Financial Sustainability

The organisation engages in fundraising and consultancy to fund its work. It also receives grants from the Government of Zimbabwe and development partners. ZEPARU has a finance/funding strategy and owns immovable assets/property. It has been focusing on reducing operational costs by adopting cost containing strategies, in case it runs out of funding.

External Environment

ZEPARU ranks government policies, information technology, and government legislation as the top factors that affect its work. A new business model has been adopted to respond to changes in the environment.

5.10 Zimbabwe Coalition on Debt and Development (ZIMCodd)

Background

The Zimbabwe Coalition on Debt and Development (ZIMCodd) was formed in the year 2000. The organisation is registered as a Trust in Harare. It was established to promote citizens' economic literacy; facilitate research and policy advocacy on social and economic justice; and proffer people-centred alternatives to economic reforms. The geographical focus areas of ZIMCodd go beyond Zimbabwe to include the sub-regional level (West and East Africa).

The Coalition seeks to meet its vision and mission, set by the whole organisation, through:

- knowledge generation
- policy analysis and advocacy
- convening/dialogue(s)
- mobilisation/movement building, and
- collaboration/partnership.

Internally, the organisation is guided by the following policies: Human Resources and Staff Development, Gender and Sexual Harassment, IT, and Conflict of Interest policies. ZIMCodd carries out annual external audits, IT systems audits, skills audits, and reviews of its programs.

Organisational Structure

ZIMCodd has a 20-member Board of Directors composed of representatives of specific sectors and regions. Regional Committees drive specific activities at local level, served by the Secretariat. At the secretariat level are the Executive Director; Finance Manager; Accountant; Programs Manager, Advocacy Manager; Communications Manager; and Program Officers and Assistants.

Organisational Interventions

The strategy of ZIMCodd was developed by an internal team, working with an external consultant, and the management. The strategy spells out the areas of focus as Inequality, Human Rights, and Economic Justice/Governance.

Inequality - Under the theme of 'Inequality' ZIMCODD does:

- research and advocacy for improved access to economic and social goods and
- develops alternative policy options and models on poverty and income distribution, models of economic development, government effectiveness, welfare systems
- drivers of inequality: trade regimes, illicit financial flows and tax regimes.

Human rights - Under the human rights theme, the work of ZIMCODD is focused on:

- research and advocacy for improved access, and
- education/training on economic rights.

Economic justice/governance - Under 'economic justice/governance', focus is on:

- research and advocacy for improved access, development of alternative policy options and models on public budget analysis; financial inclusion; natural governance (mining, wildlife, fisheries, forestry); informal sector and SMMEs development/support.

Organisational Projects

Projects implemented in the past two years include Fiscal Transparency, Debt and Extractives, Monitoring Fulfilment of Social and Economic Rights, Public Finance Management- National Budget Processes, Civic Engagement on Economic Governance. Budgets for four of the projects are within the range of US\$50 000 and US\$100 000 and only one project has a budget that is above US\$100 000. ZIMCODD is funded by private international philanthropy organisations as well as bilateral development partners.

Knowledge Product Generation and Research

ZIMCODD's research and knowledge products over the past three years have been on the theme of Economic Justice/Governance. These include more than 36 organisational newsletters and quarterly reports, more than 26 policy briefs/insights, and four book chapters. Research is carried out by the internal team and consultants and it includes desktop research, field surveys, and policy research. To disseminate its research, ZIMCODD uses its website, official launches, circulation through email list servers. Other means have also been utilised, including, convenings, workshops and book launch events. All of these

were with CSOs, NGOs, embassies, business sector, government, political parties, donor agencies, and general citizens. In addition, ZIMCODD made more than more than 20 presentations at public meetings, was quoted more than 20 time in the media (newspaper postings); they made more than 10 TV appearances on policy-related research, and more than 20 radio appearances. ZIMCODD also utilised over 20 targeted meetings with policy makers, NGOs, embassies, business sector, government, political parties.

ZIMCODD carries out advocacy work, seeking to influence policy change at the local (community/municipality), national, sub-regional (e.g. SADC, COMESA), regional (e.g. AU), and global levels. Advocacy actions include the preparation of policy briefs to support policy positions, engagements with policy makers, mobilising network(s) seeking policy change. Within the organisation, an advocacy unit and the Executive Director/ Chief Executive Officer are responsible for advocacy.

Constituency and Movement Building and Collaborations

ZIMCODD's work benefits several stakeholders, namely:

- local communities
- NGOs
- CBOs
- government departments
- multilateral agencies, for example UN agencies, and
- specific special interest communities such as farmers, SMMEs, arts and culture, and the disabled.

These get training support, use of evidence generated by ZIMCODD for policy advocacy, leverage on the name of ZIMCODD to enhancing their interventions, approach ZIMCODD for the preparation of alternative policy positions, and use ZIMCODD's online materials in developing their programs. The same beneficiaries have contributed to the work of ZIMCODD through helping in establishing the organisation, participating in the strategy making process, and suggesting areas of focus.

ZIMCODD collaborates with CBOs, local NGOs, international NGOs, and Think Tanks with technical expertise in jointly implementing in similar projects, providing research-based evidence to advocacy focused partners, receiving research-based evidence from research organisations, receiving, and providing technical assistance. ZIMCODD is part of an existing network of organisations engaged in similar work, engaging with like organisations at the national level,

sub-regional level, regional level, and global levels. Such networking has increased the visibility of ZIMCODD's work, enhanced its effectiveness, enabled access to vital platforms, offered training opportunities, and afforded ZIMCODD access to information.

Measure of Effectiveness

ZIMCODD measures its impact through an inhouse Monitoring and Evaluation Officer and Consultants. The effectiveness of its interventions is measured by the commissioning of regular evaluations, ongoing internal monitoring, promotion of feedback from partners, and adoption of proffered recommendations by government. Documented evidence of the impact of ZIMCODD's interventions is in external reports citing its work and written/recorded affirmation by beneficiaries.

Through its website, ZIMCODD reaches out to over 20 000 people. Disaggregated by geographical locations, 15 000 are from within Zimbabwe, 2 000 from Southern Africa, and 1000 from are international visitors from across the globe. In terms of social media reach, ZIMCODD has over 2 000 followers each on their Twitter and Facebook platforms. The organisation also has over 2 000 YouTube subscribers. ZIMCODD engages the media through TV appearances, Radio features, Newspapers, and YouTube.

Financial Sustainability

ZIMCODD's annual budget is over US\$100 000. Of that annual budget about 70% goes towards programs/projects while the remainder is earmarked for institutional support (administration costs). The organisation funds its work through fundraising and consultancy income. Fundraising accounts for 90% of the budget while consultancy income makes up the remaining 10%. ZIMCODD has a finance/funding strategy but does not own any immovable assets/property such as residential, commercial, land. In case it runs out of funding, ZIMCODD could be sustained by building on consultancy work and it would capacitate its membership to carry out the work.

External Environment

The top factors that affect ZIMCODD's work include the current economic crisis, funding environment, expensive information technology, local government practices, and cultural practices. In responding to the changing environment, ZIMCODD has put a sustainability plan in place and engages in scenario mapping with mitigation strategies to respond to the different scenarios.

6.0 Summary Lessons and Implications for a Future Framework

Our scoping study/approach has set foundations for re-visiting our understanding of the Think Tank landscape in Zimbabwe. The in-depth review of the different aspects of the Think Tanks' models outlines some important insights which can be used as a foundation for a future framework for better understanding the functions and role of Think Tanks in Zimbabwe. By profiling the Think Tanks, we were able to identify key trends and areas of potential focus in scoping Think Tanks which could be useful in enhancing best practice and impact/effectiveness. This is summarised in Figure 3.

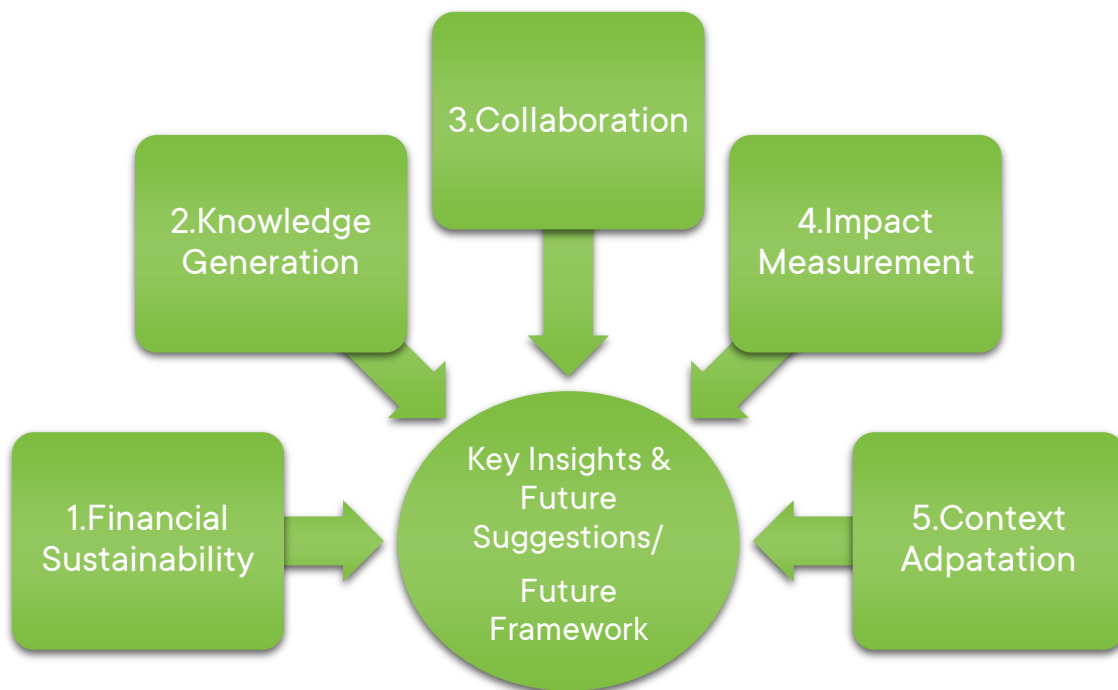


Figure 3: Lessons and Insights for Future Framework

6.1 Financial Sustainability

A key insight from the review is the variation on the existence of defined funding strategies for the Think Tanks. The need to secure sustainable funding is often cited as one of the key challenges for Think Tanks and Zimbabwean Think

Tanks are no exception. Whilst there are various pros and cons on the nature of potential funding diversification strategies that Think Tanks can use, future suggestion would be for all Think Tanks to at the least ensure there is a documented funding strategy which is also adaptive to the context. As evident from our sample, some Think Tanks have more advanced sustainability strategies such as investments in assets although this is common with Think Tanks that have endowment funds. Hence a key component of future funding strategies could include a separate strategy on establishing endowment funds and drawing insights from other Think Tanks in the sector. Fall-back funding strategies should be a key area of focus of funding strategies. Think tanks in our sample also differed with respect to their self-reported annual budget size and ratio of programme and operation costs although a common ratio appears to be 75%:25%. Since Think Tanks in Zimbabwe are operating in an environment with low government effectiveness there has been a traditional dependence on external funding but there is a need to begin exploring indigenous funding opportunities by expanding scope of areas of focus beyond the current bias on social justice and democratization programmes. This could expand Think Tanks future spheres of influence. Going forward a future framework for sustainability should recognise the need to be more proactive to new sources of income and the need to explore new business models. Gone are the days for one-size fits all funding models. However, this has sometimes led Think Tanks to gain more influence outside of their countries than inside.

6.2 Knowledge Creation

Think Tanks in our study clearly demonstrate a capacity to produce a variety of knowledge products which are targeted at multiple audiences. Going forward there is scope for integrating knowledge creation initiatives to enhance collaboration in the sector. Knowledge creation by the Think Tanks is also central to their impact assessment process. While governments are the most commonly cited audiences for Think Tanks, there is a need to expand the audience given the broad conceptualisation of Think Tanks as organisations that influence policies that consider citizens' well-being. There is a common spread of human capital concentration in the Think Tanks in our sample split between the operation function and programmes function. Identification of new audiences and recruitment and development of human capital will go a long way in ensuring high quality empirical based knowledge products that will inform policy. This will also enhance Zimbabwe's intellectual climate and open debate channels with policymakers. To be effective, Think Tanks must be able to communicate their high-quality evidence-based research using a variety of

methods and channels. Going forward a key component of a framework for Think Tanks should include strategies on using the media creatively to augment policy influence through the various knowledge creation products currently being produced by these Think Tanks.

6.3 Collaboration

The Think Tanks in our sample varied in terms of the number and scope of formal and informal partnerships they develop with other Think Tanks, domestic and international donors, citizens' groups, and government. But there is some general recognition on the importance of some form of collaboration or networking. Any future framework should reinforce the need for more investment in both formal and informal collaborative initiatives among the Think Tanks. This should involve Think Tanks building and reinforcing both individual and institutional social ties to increase the flow of information from the Think Tanks to policymakers and vice-versa. This will enhance the collective impact of Think Tanks in informing and shaping policy.

6.4 Impact Measurement

All the Think Tanks in our sample recognise the importance of impact assessment of their work using various matrices. Whilst the Think Tanks have various institutionalized quality control mechanisms, in the long run effective Think Tanks will be those that have designed effective and flexible governance structures. The quality of the knowledge products should tell a compelling story and create an agenda for policy reform. The Think Tanks in our sample pre-dominantly have impact measurement methods to assess the impact of their work. Future frameworks should consider having more institutionalized quality control processes which could include peer review of data, methods, and publications. Research and communications credibility is generally built over a long time through focusing on areas in which the Think Tanks are likely to have impact. However, it is important for future frameworks to note the impact of disruption in the sector, hence the need to evolve and be adaptive in self-performance assessment.

6.5 Context Adaptation

Part of our rationale for the study reinforced the changing nature of the environment in which Think Tanks are operating in and this is evident in the scope of areas of focus covered by the Think Tanks in our sample. Zimbabwe's

context like other contexts will require Think Tanks to continue to evolve on a fairly regular basis. Any future framework for the Think Tanks will require a higher level of critical thinking reflection. This would entail a reflection on what Think Tanks do, why they do it and whether it works and an open mind to exploring different ways of doing things. This can potentially involve a re-think on the re-positioning of these Think Tanks and avoiding setting unrealistic expectations. This reflection should also consider the impact of both exogenous and endogenous factors. The primary exogenous context factors include political and economic factors, donor factors, civil society factors, and intellectual climate. The endogenous factors include credibility, communication and resource capital accrued by the Think Tanks.

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Annexure

Annex 1: Means utilised by Think Tanks to achieve objectives

	Think Tank									
	LEDRIZ	ZDI	ZEPARU	NAYO	MEFMI	ZIMCODD	RAU	SMAIAS	SEATINI	INSAF
Ways of achieving objectives										
Knowledge generation or research	✓	✓	✓	✓		✓	✓	✓	✓	✓
Policy analysis and advocacy	✓		✓	✓		✓	✓	✓	✓	✓
Hosting and participating in convenings or dialogues	✓		✓	✓	✓	✓	✓	✓	✓	✓
Mobilisation/movement building	✓			✓		✓	✓	✓	✓	✓
Collaboration and partnerships	✓		✓	✓	✓	✓	✓	✓	✓	✓
Training and/or Capacity building				✓			✓			✓

Source: Based on organisational responses gathered from the Think Tanks survey/ data collected by SIVIO Institute between July and September 2019

Annex 2: Means utilised by Think Tanks to achieve objectives: Numbers of knowledge products generated by Think Tanks over the past three years

	Think Tank										
	LEDRIZ	ZDI	ZEPARU	NAYO	MEFMI	ZIMCODD	RAU	SMAIAS	SEATINI	INSAF	
Knowledge products generated by Think Tanks	Organisational newsletter/quarterly reports	12 - 24	1-12	1 - 12	1 - 12	1 - 12	36 - 48		1 - 12	1 - 12	1 - 12
	Monographs	12 - 24		1 - 12					1 - 12		
	Policy briefs/insights	1 - 12	1 - 12	12 - 24	1 - 12		24 - 36	1 - 12	1 - 12	1 - 12	1 - 12
	White papers	1 - 12								1 - 12	
	Reports	12 - 24	12 - 24	24 - 36	1 - 12	12 - 24	24 - 36	1 - 12	1 - 12	1 - 12	1 - 12
	Journal articles				1 - 12	12 - 24		1 - 12	12 - 24	1 - 12	
	Book chapters			1 - 12			1 - 12		12 - 24	60+	
	Books	1 - 12		1 - 12		12 - 24		1 - 12	1 - 12	60+	
	Blogs			1 - 12	1 - 12		48 - 60		12 - 24		

Source: Based on organisational responses gathered from the Think Tanks survey/ data collected by SIVIO Institute between July and September 2019.

About the Authors

Tendai Murisa is the Executive Director of SIVIO Institute. He is a development practitioner and researcher in the areas of public policy, agency, social movements, philanthropy, NGOs, and pro-poor development across Africa. He has published extensively on agency, agrarian reforms (especially in Zimbabwe and elsewhere in Africa), citizens and civil society, financial inclusion, social entrepreneurship, and social policy in peer reviewed journals and book chapters.

Tendai Chikweche is a researcher and consultant with more than 20 years' experience in various disciplines primarily in marketing, entrepreneurship, financial exclusion and economic justice. He has conducted research and consulting in these areas and has extensively published in international publications. He is passionate about addressing social-economic justice issues affecting base of the pyramid marginalised groups. Tendai is currently with the School of Business at Western Sydney, Australia.

Judith Natsai Theodora Kushata is a researcher with extensive experience in both natural and social sciences. She is the Coordinator for the Centre for Policy Analysis and Advocacy at SIVIO Institute. She is passionate about conservation, rural development and socio-ecosystems. She has previously published some work on the spotted hyaena, carried out a study on human-wildlife interactions, with a focus on the pangolin and most recently published work on the mitochondrial phylogeographic structure of anurans. She has been involved in various social projects including the OXFAM Climate Change Adaptation (CCA) and Disaster Risk Reduction (DRR) project in Zimbabwe.

About SIVIO Institute

SIVIO Institute (SI) is an independent organisation focused on ensuring that citizens are at the centre of processes of economic-political-economic and policy change. It aims to contribute towards Zimbabwe'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 multi-disciplinary, 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.

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