

HABAKKUK TRUST 2019-2023 STRATEGIC PLAN



HABAKKUK TRUST



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ACRONYMS

CSO	Civil Society Organisation
EFZ	Evangelical Fellowship Of Zimbabwe
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
LLAP	Local Level Advocacy Program
NPRC	National Peace & Reconciliation Commission
PESTEL	Political, Economic, Social, Technology, Legal & Ethical
RDDC	Rural District Development Committee
SDC	School Development Committee
STI	Sexually Transmitted Infection
SWOR	Strengths, Weaknesses, Opportunities & Risks
UN	United Nations
VIDCO	Village Development Committee
WARDCO	Ward Development Committee
ZEC	Zimbabwe Electoral Commission
ZHRC	Zimbabwe Human Rights Commission

BOARD CHAIRMAN'S STATEMENT

Board Chairperson's Statement

Habakkuk Trust is delighted that we as Habakkuk Trust have had an opportunity to reflect on the past five years but more importantly to snapshot into the future to produce a framework for future programming and institutional governance. The strategic planning process brought together members of the board, staff, action teams and other stakeholders. This in itself is indicative of the importance of this process.

The strategic planning process provides bench marks for the board to use in appraising the performance of the C.E.O and his team. It is not only a futuristic document but a performance appraisal tool and a critical planning and reflection tool.

On behalf of the board I would like to thank everybody who took part in this process.

May God Bless you all.

Mthokozisi Ndlovu

Habakkuk Trust Board Chairperson

ACKNOWLEDGEMENTS

I would like to express heartfelt gratitude towards various people and institutions that ensured that our strategic planning process was a success. Strategic frameworks are literally the heartbeat of any and every organization and it is pleasing to note that various stakeholders contributed to the success of the strategic plan.

Firstly, I acknowledge the support provided by G.I.Z who sponsored the two-day process. Special thanks go to Vaida Kontrimaite from G.I.Z who ensured that the process was conceived and delivered. Special thanks go to Imanol Development Consultants led by Bheki Khanye and Lovemore Nyoni who worked tirelessly to develop the strategic planning tools and to actually facilitate and pen a new strategic plan for Habakkuk Trust spanning from 2019 to 2024.

The process would have been incomplete without the Habakkuk Trust Board headed by our chairperson Mr Mthokozisi Ndlovu. The Habakkuk Trust staff was pivotal in the strategic planning process and special mention goes to Rodwin Sibanda and Nomalanga Ncube who were responsible for ensuring that there was smooth coordination with the facilitators and all logistics were taken care of. Importantly Habakkuk Trust Community Action Teams were well represented by Mr Dennis Mathe [Convenor of the Emakhandeni Community Action Team] and Mr Lameck Ndlovu convenor of the Insiza ward 15 Action Team.

This process would not have been a success without the full participation of all these people who spent endless hours inputting into this epochal framework. The greatest task though still remains and that is of ensuring that this strategic plan is implemented.

Dumisani O. Nkomo

Chief Executive Officer

EXECUTIVE SUMMARY

The Strategic planning process was guided by principles of co-creation and use of participatory methodologies. There was active participation by all staff as well as the board and representatives from the community structures. The facilitation process simplified tools used to ensure they are understood by all the participants. The strategic planning road map was also shared with all participants to ensure that they had an appreciation of how what they were doing will contribute to the bigger picture. Some of the tools used to facilitate the strategic thinking process include the PESTLE for landscape analysis and SWOR for both organisational performance assessment and external context analysis regarding opportunities and risks. There was also the stakeholder analysis matrix and linking problem tree analysis to the theory of change.

It was agreed upon reflection on Vision, Mission and Values that these are still relevant and appropriate to guide the strategic planning for the next 5 years. The strategic goal for the 2019 to 2023 strategic plan is, *“To contribute to an informed and active citizenship that promotes peaceful co-existence and accountable governance.”* This goal will be achieved through intentional focus on three strategic thematic areas, *Advocacy, Peace Building and Research*. Each of the thematic areas has its strategic objective which are detailed in the strategy score card. The latter is very critical for guiding and monitoring the implementation of the strategic plan. It also forms an indispensable basis for the performance management of staff and gives the board a dash board to inform their support to the Chief Executive Officer of Habakkuk Trust.

The Change Management plan in the scorecard is a critical component of the strategic plan. Its implementation will ensure that there is an adequate strategy socialisation process whose outcome shall be a profound understanding of the strategic plan by all Habakkuk Trust implementing partners. It will also address the required change of organisational culture and the way of doing business to ensure alignment to the strategic plan.

Habakkuk Trust is positive about the future and committed to the successful implementation of the 2019-2023 Strategic Plan.

1.0 HABAKKUK TRUST HISTORICAL JOURNEY

Habakkuk Trust is a Christian faith-based organisation whose purpose is to influence biblical transformation of communities through advocacy, research, capacity building and information dissemination. The organisation's roots can be traced back to EFZ where it was started and even had its genesis activities before it was formally registered. Initially Habakkuk Trust focussed on land reform, because it was the most topical issue in the country at that time. An academic paper outlining the organisation's position (and that of the church) on land reform was presented to Parliament of Zimbabwe. Habakkuk Trust has had an adventurous journey regarding resource mobilisation and was closed three times of which one was due to insolvency owing to the closure of its bank, Trust Bank in 2008. The organisation has however emerged stronger from these experiences, harnessing the learnings thereof to strengthen its resolve. One name that remains imprinted in the Habakkuk Trust's Hall of Fame is of Mr Peter Cunningham whose organisation provided the critically required funding in the early days of the Trust. In subsequent years the organisation shifted its focus to the grassroots where it worked in piloting of Local Government projects. Habakkuk Trust has successfully implemented a number of programs since its formation. The Local Level Advocacy Program (LLAP) has however emerged to be the organisation's Flagship. LLAP has been implemented in Matabeleland North, South and Bulawayo provinces. LLAP's goal is to ensure sound service delivery through empowering communities to engage duty bearers towards promoting service delivery. In terms of geographic footprint, Habakkuk Trust operates in the two Matabeleland provinces and Bulawayo through 66 grassroot based volunteer teams referred to as Action Teams. The operation districts are Mangwe, Gwanda, Bulawayo, Umzingwane, Tsholotsho, Matobo, Nkayi, Bubi and Insiza. The programmatic areas of focus therefore are Local Level Advocacy Active Citizen Participation, Accountable governance, Human Rights awareness, Economic Literacy, Gender mainstreaming and Justice. One of the major operational risks in early 2000s was that government in its various administrative levels was not keen to give humanitarian space to organisations that dealt with human rights issues. Habakkuk Trust is grateful to the spirited Volunteers whose selfless service carried it through the financially difficult times for a period of 2-3 years. One such saint is Belinda Ncube who offered her services soon after completing her A 'Levels.

Partners: Habakkuk Trust partners include the National Peace & Reconciliation Commission (NPRC) as well the Zimbabwe Human Rights Commission (ZHRC) at an organisational level. Its primary partners at community level are Ward Counsellors, Traditional Leaders, Community Development Committees (VIDCO, WARDCO, SDC, Residents Associations) and vulnerable groups such as women, youth, People Living with Disabilities and the elderly.

1.1 Areas in which Habakkuk Trust has flourished over the years (Main Differentiator)

Habakkuk Trust has performed well in the following areas which set the Trust apart as a go to organisation for the same:

- Grassroots mobilisation capacity whose strength is the community-based structures.
- Policy Advocacy: Policy paper submissions and technical support thereof to the local authorities as demonstrated by the technical expertise support to the Matopo Rural District Council during the drafting of the Natural Resources Management by-laws.
- Collaboration and networking with other organisations such as the NPRC ZHRC and ZEC. Community awareness on the work of these commissions and how they can utilise their services is usually done through public awareness meetings, sports galas as well as through mobilising communities for petitions.

- Election Programming: This includes short term and long-term election observer missions as well as voter education.
- Financial Management: Effective and efficient financial management which minimises financial risks and guarantees to donors' good stewardship of resources. In this regard, Habakkuk Trust has annual audits by reputable firms such as Grant Thornton and KPMG which have been recurrently green or unqualified.

1.2 Areas with room for improvement.

Habakkuk Trust has generally performed well as a Civil Society Organisation operating in a politically and economically challenging context. There are a few areas though that the organisation needs to improve on:

- Use of its collaboration and networking skills for livelihoods advocacy through linking needy communities to those organisations that major in livelihoods and food programming. This can also include partnering with the same organisations to provide technical expertise on protection of the rights of beneficiaries.
- Finding innovative ways for youth related programming.
- Extending geographic foot print and utilise the opportunity for urban programming. It was noted that the withdrawal from urban programs was not a strategic decision but rather due to lack of relevant competencies. There should also be more networking and collaboration with global agencies such as those of the UN.

2.0 THE STRATEGIC THINKING PROCESS

The Strategic thinking process was premised on principles of ownership by Habakkuk Trust staff, Board and community partners. In this regard, core creation and participatory facilitation methodologies were used. There were consultative meetings with the management staff to discuss the strategic planning road map which culminated in 2-day intensive strategic planning sessions.

The strategic planning road map had the following key milestones:

- **Historical Review & Landscape Analysis:** This included analysis of the relevant country context data and review of the respective organisation's documents. The PESTLE tool was used to assist focus the analysis.
- **SWOR Analysis:** The performance of Habakkuk Trust was reviewed using the SWOR tool where the organisation's Strengths and Weaknesses were analysed. Externally the existing Opportunities and Risks were also identified and discussed.
- **The Strategic planning meeting overlaid Habakkuk's vision, mission and values over the landscape analysis data, the organisation's performance as well as the opportunities in the market to make strategic choices on the direction for the next 5 years. This process resulted in a theory of change development process which led to the formulation of the Strategic Goal, Strategic Priorities, Targets and Strategy Score Card.**

The table below summarises the Strategic planning processes:

PROCESS	PARTICIPANTS	TOOL/METHOD		OUTPUT/DELIVERABLE
Entry Meeting with Habakkuk Trust Management	Habakkuk Leadership & some staff	Presentation of Strategy Development Plan		Final Strategy development plan agreed on
Review of Habakkuk Trust documents	Consultant	Literature Review		Understanding of Habakkuk Trust background, history and performance.
2 Day Strategy Development Workshop	Action Teams representatives, Habakkuk Trust Management, Staff and Board.	Landscape Analysis	PESTLE	A Framework for the drafting Habakkuk Trust 2019-2023 Strategic Plan.
		Stakeholder Analysis Matrix	Stakeholder Analysis & Power/Interest Tools	
		Organisational Capability Assessment	SWOR	
		External Assessment (Opportunities & Risks)	SWOR	
		Strategy Formulation		
		Vision, Mission & Values		
		Goal, Thematic Areas & Strategic Goal	Theory of Change	
		Strategy Implementation Plan	Strategy Score Card	

3.0 LANDSCAPE ANALYSIS

3.1 Political Context: There were different political changes in Southern Africa in the last twelve months. For example, the most outstanding and significant political event in Zimbabwe whose 1st anniversary incidentally coincided with the Strategic Planning workshop was the forceful removal of former President Robert Mugabe from office through a coalition of military and civilian mass action. He was succeeded by President Emmerson Dambudzo Mnangagwa of Zanu PF. There was subsequent general election on the 30th of July 2018. The elections were initially very peaceful and offered probably the freest campaigning space for political actors since independence. They were however marred by violence in Harare on the 1st of August 2018 where seven civilians were shot and killed by what is generally perceived to be the military. A commission of inquiry was set by President Mnangagwa whose proceedings were still on going at the time of strategic planning. In the two Matabeleland provinces where Habakkuk is operational the general observation is that there is some politically based polarisation of communities, an aftermath of the last general elections. This reflects the stand-off at national level among the major political parties. The local authorities whose role is social service delivery to the communities, tend to be politically inclined towards the dominating political party. The new political era seems to be still trying to settle the balance of power among the different security structures, a situation that is not favourable to development. There was a huge improvement in the availability of humanitarian space soon after the November 2017 political transition but this seems to be shrinking again, especially after the elections as Habakkuk Trust has had some challenges in engaging with some local authorities. There is however hope from the new cabinet as the ministers thereof seem to be keen to engage with civil society organisations. The hope is that this will eventually cascade down to the districts. Habakkuk Trust is therefore conscious of the fact that it is operating in an environment where its activities are scrutinised with political lens.

3.2 Economic Context:

There is a symbiotic relationship between the economic situation in a country and its political ramifications across Southern Africa. One of the countries in the Region which amply illustrate this is Zimbabwe. The current economic challenges in the country have significant influence on political decisions and general atmosphere in the country. The cash crisis where there is no cash in banks and the re-emergence of the black (or parallel) market resulting in the unavailability of the United States dollar have led to dual pricing in shops. A number of retailers are demanding US dollar payments for some commodities. Most ordinary Zimbabweans, especially the vulnerable rural poor that are working with Habakkuk Trust have not access to the US dollar. They are therefore a major concern for the organisation as they are unable to access some critical services such as medical drugs. The currency crisis is also affecting business processes within Habakkuk Trust because on one hand the government insists that the rate of the US dollar to the Bond note is 1:1 while on the other hand donors do not recognise the bond note as currency and prefer business to be US dollar denominated. In the parallel market US dollar is trading at 1:3 to the bond note and prices in shops for bond note prices commodities keep changing to align to the parallel market rate. The government recently introduced Statutory instrument 205 of 2018 which mandates a 2 cents tax for every electronic transaction above \$10. This is affecting the poor who cannot access cash from banks and have to resort to cashless transactions, particularly electronic ones. Zimbabwe therefore requires significant foreign currency injection, a difficult call considering that both domestic and foreign debt is already too high.

3.3 Social Context: Education: We recognise that Socio-cultural beliefs and attitude have a bearing on development processes, particularly in rural communities. Beliefs embedded in our culture that trivialize the participation of youth and women in community development are aggravating factors for under development. It is therefore important to have programming that addresses these cultural issues. Gender disparities are generally because of the largely patriarchal society which deems young people and women not value adders. Gender disparities have led to a rise in child pregnancies fuelled by the economic situation. Lack of funds leads to the girl child having to drop out of school and almost always results in early engagement in sexual activities which could end up having a direct effect on the rise in HIV and STI statistics. This has been the case in areas such as Nkayi ward 22 and 29. Other concerning social issues include the high levels of alcohol consumption by youths owing to their unemployed status. There has also been a rise of murder incidents among gold panning communities particularly because of the stiff competition on the market which has become their survival method.

3.4 Technology: Rural communities have not remained behind in the rise of techno savvy generation that uses social media and general technological advancement. This is important for Habakkuk Trust's work with the communities because it means social media can be used to disseminate information and even link communities with other organisations whose services they need. Technology is also an important tool in advocacy work as everyone with a cell phone becomes a "citizen journalist" who can capture and share evidence of issues that need to be attended to. Generally, Southern Africa countries such as Zimbabwe are moving towards an era of technological advancement as witnessed by the launching of the National Geo Special Space Agency and other similar projects. As much as there has been an increase in the use of social media, the technological landscape still faces some challenges. For example, there is a challenge of network in areas like Umzingwane ward 9-Dobi, Matobo Ward 16-Silozwe, in some areas of Umzingwane ward 12. In Mangwe close to Botswana border the residents do not have access to local news, they only listen to RB2 which is Botswana radio.

3.5 Legal Context: In Zimbabwe the country is in the process of formulating legal reforms aimed at aligning Acts with Constitutional provisions. An Inter-Ministerial Taskforce (IMT) has been set up to draft bills/proposals for formulation and subsequent consultations. POSA is one draconian piece of legislation that will have to be reviewed during this process. This piece of legislation was crafted in the year 2002 at the height of political tensions and enabled the former president to consolidate power. Additionally, Chapter 12 institutions for promotion of democracy and constitutionalism have been set up, ZHRC and NPRC. Civil Documentation in Matabeleland South seems to be an area of concern particularly Matobo District which has alarming statistics of stateless people without civil documentation. It then becomes imperative to remember that the Constitution, which forms the fundamental body of law is a point of leverage in our work as a CSO.

3.6 Religion: Southern Africa countries are largely religious, for example in Zimbabwe there are about 82.7% being protestant (this includes Apostolics – 41.8%; Pentecostal – 25.2%; other 15.7%); 6.7% being Catholic; 4.6% other Christian; 0.6% traditional religion; 0.4% Muslim; 0.1% other. Only 4.9% reported being atheist. Habakkuk Trust is a Christian Faith based organisation and therefore this picture presents a conducive operating context for it. The organisation does not however, work only Christians but rather with all vulnerable community groups regardless of their religion, tribe or political affiliation.

4.0 STAKEHOLDER ANALYSIS

The use of the Power/Interest tool enable Habakkuk Trust to analyse the list of all stakeholders and emerge with those that need to be given priority attention. These stakeholders were then further analysed to come up with required actions to address their point of interest as outlined in the table below. The organisation is a partner to ZHRC and NPRC and our main value addition to this partnership is our ability to mobilise communities and the stakeholders analysed in this table.

Stakeholder Basic Characteristics	Point of Interest	Possible Actions To Address Stakeholder Interests
<p>Local Authority (Rural district Council, DA's Office, Government Departments)</p> <ul style="list-style-type: none"> -Law making -Have the power to allow or disallow organizations to work in the district -Demand organizations to report to them 	<ul style="list-style-type: none"> -They control what happens in the district -Some even have personal interests in the resources in the districts -The need to make sure that the organizations are not disrupting the efforts of the government 	<ul style="list-style-type: none"> -Invite the stakeholders to activities organized by Habakkuk Trust -Submit monthly reports to the local authorities -Monthly visits to engage the stakeholders and discuss activity plans
<p>Communities (Traditional Leaders, vulnerable community groups)</p> <ul style="list-style-type: none"> -the most affected by the issues 	<ul style="list-style-type: none"> -Need to be actively involved in the development of their areas -Need to benefit from development interventions without compromising their way of life 	<ul style="list-style-type: none"> -Active involvement of the stakeholders in all the steps from planning and through implementation Constant report backs
<p>Security/Law enforcement agencies</p>	<ul style="list-style-type: none"> -Need to make sure that non-governmental organizations are non-partisan & not causing any conflict in operational areas -Need to have control and a say in programming 	<ul style="list-style-type: none"> -Invite the stakeholders to activities organized by Habakkuk Trust -Monthly visits to engage the stakeholders and openly discuss interests
<p>Funding Partners, donors</p>	<ul style="list-style-type: none"> -evidence of impact-based reporting, accountability. 	<ul style="list-style-type: none"> -Reporting on time & of required standard

5.0 ORGANISATIONAL CAPABILITY & EXTERNAL ANALYSIS

The organisational capability assessment and external analysis were done using the SWOR tool. In developing a goal and strategic objectives, we will be anchored on our **strengths** to capitalise on the **opportunities** while mitigating against **weaknesses** and **risks**.

Strengths	Weaknesses
<ul style="list-style-type: none"> • Community mobilisation capability • Strong in building Capacity of communities for advocacy • Existence of an effective program monitoring system and support to Action teams • Maintained status as non-partisan organisation • Sound Financial management system in place • Strong in Collaborating & Networking • Effective in Policy advocacy 	<ul style="list-style-type: none"> • Focus has been mainly on activities and not change and results • Youth programming, lack of youth focus • Failure to follow up on some action teams • Office visibility, action teams don't know where the organisation is located • Few peer interactions between action teams therefore information exchange and cross pollination of ideas is limited • Poor documentation of success stories
Opportunities	Risk
<ul style="list-style-type: none"> • <u>U</u>rban programming • New dispensation i.e. open for business mantra creates space to engage with higher authorities • Unity of purposes in light of current political and economic situation • Collaboration with livelihood programming organisations • Collaborating with independent Commissions (Chapter 12 institutions) • New cabinet creates space for advocacy issues with ministers taking involvement of organisations to national level • Exploiting social media for effective information dissemination • Good audit credits can be used as leverage for better funding • Partnering with academic institutions 	<ul style="list-style-type: none"> • Uncertainty of economic environment e.g. changing currency, security of deposits, erosion of savings • Climate change e.g. below average rainfall expected this year, affects communities. • The role of unforeseen national events e.g. events of November 2017 • Being perceived as anti-government or politically affiliated institution because of being a Human Rights watch dog • Holding meetings is not a guarantee because of POSA (Public Order Security Act)

6.0 VISION, MISSION & VALUES

WHO WE ARE:

VISION

To see an informed, empowered and transformed society.

MISSION STATEMENT

To influence the biblical transformation of local communities through advocacy, research capacity building and information dissemination.

VALUES

Integrity, Justice, Stewardship, Honesty, Human Dignity, Servanthood, Sanctity of Life

Note: The vision, mission statement and our values are still relevant to the current context in the country and will therefore remain as they are to guide us in our 2019-2023 strategic planning.

OUR STRATEGIC GOAL & THEMATIC AREAS

GOAL

To contribute to an informed and active citizenship that promotes peaceful co-existence and accountable governance

THEMATIC AREAS

Habakkuk Trust will focus on the following 3 thematic areas in the next 5 years:

- ❖ **Advocacy:** Local & National Levels
- ❖ **Peace Building:** Reconciliation & Healing, Legal & Policy Reform
- ❖ **Research:** Collaboration for Research; In house competence enhancement

STRATEGIC OBJECTIVES

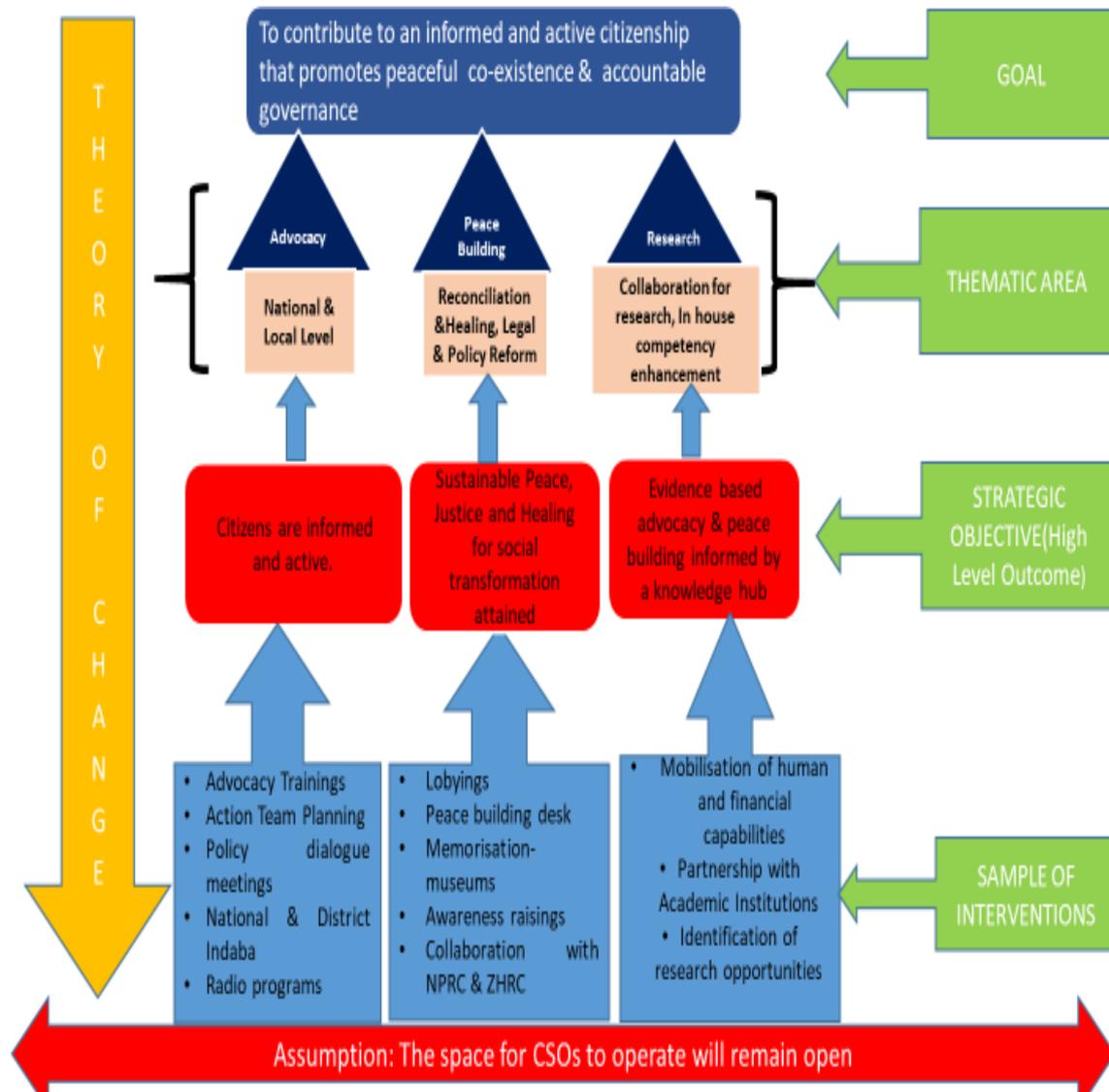
Advocacy: To contribute to an informed and active citizenry

Peace building: To contribute to sustainable peace, justice and healing for social transformation.

Research: To enrich the knowledge hub which informs evidenced base and peace building.

Refer to the attached Strategy Score card for details.

STRATEGY MAP



7.0 STRATEGY SCORECARD

At Habakkuk Trust we realise that a Strategy Score Card is an indispensable pre-requisite for the implementation of the Strategic Plan and monitoring thereof. We have therefore worked on a Strategy Score Card focusing on three key areas, Programming, Finance and Change Management.

Monitoring: Each of the three thematic areas is broken down into strategic objectives that create the required preconditions for it to be achieved. Expected outcomes and indicators thereof are outlined and their annual targets over 5 years are stated. This enables us to monitor the implementation of our strategy.

Change management: We recognise that a Change management process is absolutely necessary for the successful implementation of our strategic plan. We have therefore intentionally included it in the strategy score card with its outcomes and indicators to ensure we monitor its implementation as we roll out the strategic plan. A change management process will make us communicate our strategic plan well and build the required capabilities to implement it.

The score card will also enable us to link performance management of staff to their respective deliverables in the score card.

Attached below is the Habakkuk Trust 2019-2023 Strategy Score Card.



Strategy Score
Card-Final.xlsx

8.0 WHAT WE NEED TO STOP & TO START DOING

It is important that we create a conducive environment for the successful implementation of the Strategic Plan. We therefore have to identify things we need to STOP doing and as well as what we need to START doing.

STOP DOING	START DOING
➤ Unsustainable short-term projects	✓ Believing in the organisation ✓ Engaging with more donors ✓ Engaging in projects with longer life cycle ✓ Increase visibility using social media and radio