



Zimbabwe Economic  
Policy Analysis and  
Research Unit

May 2020

# STRATEGIC PLAN

## 2020 – 2024

Building a Vibrant and Sustainable ZEPARU to Provide Research Support and Capacity Building for Economic Policy Analysis and Management to the Public, Private and Civic Society Sectors in Zimbabwe



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## ACRONYMS

ACBF	Africa Capacity Building Foundation
AERC	African Economic Research Consortium Collaboration
AfDB	African Development Bank
APN	Agricultural Productivity and Nutrition
BEEP	Business Enabling Environment Programme
BMOs	Business Membership Organisations
CCRED	Centre for Competition, Regulation and Economic Development
CSOs	Civil Society Organisations
DSGE	Dynamic Stochastic General Equilibrium
FAO	Food and Agriculture Organization
GIZ	German Agency for International Cooperation
IAPRI	Indaba Agricultural Policy Research Institute
ICT	Information Communication and Technology
LFSP	Livelihoods and Food Security Programme
MEFMI	Macroeconomic and Financial Management Institute of Eastern and Southern Africa
MFTWG	Macroeconomic Framework Technical Working Group
NAC	National AIDS Council
UNDP	United Nations Development Program
UNICEF	United Nations Children’s Fund
UNUWIDER	United Nations University World Institute for Development Economics Research
ZEPARU	Zimbabwe Economic Policy Analysis and Research Unit
ZIDA	Zimbabwe Investment and Development Agency
ZIDERA	Zimbabwe Democracy and Economic Recovery Act

## FOREWORD BY ZEPARU CHAIRPERSON

The current Strategic Plan 2020-2024 replaces the 2015-2019 Strategic Plan. The year 2015 marked a major milestone for ZEPARU which commenced operations in 2004 following the signing of the grant agreement between the Government of Zimbabwe and the African Capacity Building Foundation in 2003. The 2015 -2019 Strategic plan adopted a New Business Model which focused on balancing consultancy work and policy work.



This Strategic Thrust was informed by the ever evolving market environment. The implementation of the 2015 -2019 Strategic Plan consolidated the gains and achievements of ZEPARU since inception. New funding partners in country and within the region came on board through commissioned policy and research work as well as capacity building. This demonstrated the potential of the New Business Model in sustaining the Institution. This Strategic Plan has been developed on the backdrop of a difficult economic environment which has been worsened by the unprecedented challenges brought about by the COVID 19 pandemic. The COVID 19 pandemic has completely changed the operating environment and context under which current research, policy analysis and capacity building activities will be undertaken.

COVID 19 has also exposed new areas that need to be considered in building research capacity for economic policy research, analysis and management. In particular, the traditional research methodologies and dissemination need to be reconsidered within the context of social distancing. Virtual approaches to undertaking research, disseminating findings and engaging stakeholders have become imperative. This also brings with it new demands for new Information Communication and Technology (ICT) and smart gadgets that support the new mode of doing business. These issues will continue to exercise the minds of the Board of Trustees and Management, if ZEPARU is to remain viable and continue to offer its services and fulfil the various stakeholder demand and expectations. Inevitably ZEPARU will have to change its way of conducting research and soliciting stakeholder input/feedback. This will also has a bearing on the type of products and services offered by ZEPARU within the COVID 19 and post COVID 19 contexts.

The next five years will definitely prove to be both challenging and exciting for ZEPARU as it strives to make its modest contribution in supporting the achievement of Zimbabwe's Vision 2030. ZEPARU will strive to scale up its operations and forge new partnerships and collaborations that support the fulfilment of its mandate. ZEPARU fully acknowledges and appreciates the support that it has received from diverse partners over the past 15 years and we hope we will journey together for the next 5 years. We stand ready to offer quality policy analysis and research and unparalleled services to our valued stakeholders.

**Dr. Jesimen .T. Chipika**  
**Chairperson ZEPARU Board of Trustees**

## **CHAPTER I: INTRODUCTION**

### **I.1 Context**

This Strategic Plan which covers the period 2020 – 2024 was developed in a very challenging economic environment where the Government is grappling with multiple problems which include challenges related to the aftermath of Cyclone Idai; drought induced food insecurity; macroeconomic instability characterised by high inflation and volatile exchange rates and general economic isolation among others. This has been further compounded by the corona virus disease (COVID 19) pandemic whose effects have now set a new normal. The post COVID 19 recovery path is still unclear. In this regard, the Zimbabwe Economic Policy Analysis and Research Unit (ZEPARU)'s products and services will need to be reengineered to take on board issues of social distancing, virtual meetings and conferences.

COVID 19 occurred at a time when the Government of Zimbabwe was pursuing various fiscal and monetary reform measures to stabilize the economy and encourage private-sector led growth. These efforts were also being challenged by climate shocks that are affecting the rural population disproportionately; structural bottlenecks including critical infrastructural deficits; slow pace in public enterprise reforms and the general under performance of the economy driven mainly by macroeconomic instability characterized by high inflation and exchange rate volatility. Major risks have emanated from growth in money supply due to over expenditure and general confidence deficit given the hyper-inflation experience on 2007-2008. Government policy response to address these challenges has been framed within the context of the following major pillars: Transitional Stabilization Programme (TSP, 2018 -2020) pillars: Macroeconomic stability and re-engagement pillar; Inclusive Growth Pillar; Infrastructure and Utilities Pillar; Social Development Pillar and Governance Pillar.

### **I.2 ZEPARU Mandate**

The following are the objectives to be pursued and the functions to be performed as outlined in the founding Notarial Deed of Trust that established ZEPARU in 2003:

- a) Promote, conduct research and analysis on macroeconomic and development policy issues which are of relevance to Zimbabwe
- b) Monitor the performance of the Zimbabwean economy and the management of public policy implementation, especially with regard to the implications for economic and social development.

- c) Offer advice and consultancy services to agencies of Government and other clients under suitable contractual arrangements.
- d) Provide technical and financial assistance, directly or indirectly, to individuals and organisations in Zimbabwe as deemed for purposes of facilitating policy analysis.
- e) Assist in professional training and development activities for the Government and other stakeholders to strengthen national policy analysis and management capacity.
- f) Encourage collaborative research and policy analysis work with other local and foreign institutions in ways that will build or augment national capacities for performance and understanding of policy analysis
- g) Employ staff members who will themselves or jointly with other organizations or qualified people, carry out research, consultancy, training and education projects, including the arrangement of contractual relationships designed to facilitate such activities by persons affiliated with the Trust.
- h) Present or publish, as the case maybe, the outcome of its policy analysis, orally or in writing, to individuals, organizations or the general public at large and
- i) Mobilize and administer funds to be used for achievement of the objectives and performance of the functions of the Trust.

### **1.3 ZEPARU Corporate Identity (The Logo)**

The ZEPARU logo is an Eagle and as it scans the terrain perched discretely and majestically, its keen calculating eye focuses and magnifies its target. It has incredible patience, its poise sturdy, unwavering in its pursuit. The goal has been set. Its revering presence never goes unnoticed, and as adrenalin courses through the powerful mechanism that is the true essence of potential and strength, it soars, swoops and conquers with amazing stamina and grace. Triumphant it stands ready for yet another challenge. This is the Eagle.

ZEPARU's identity is symbolic of the above description. Having used the Eagle itself as the central icon, it connotes not the predator but represents the skilled, tactful achiever. It is also able to fly at great altitudes as it scouts for prey and comb through vast terrain singling out its target with astounding precision. The analogy of these characteristics can be identified with ZEPARU as we strive to focus and achieve our goals in the area of economic policy research and analysis. The flying Eagle depicts an organization which strives to cover as much ground as possible in order to come up with well-founded and robust results. The colour gold has been used to emphasize economic wealth whilst the blue represents authority and security of an established corporate organisation.

## **I.4 ZEPARU Infrastructure**

ZEPARU is governed by a Board of Trustees drawn from key local institutions with the public and private sectors. The institution is headed by an Executive Director who is an ex-officio member of the Board of Trustees.

### ***I.4.1 The Board of Trustees***

The current Board of Trustees is composed of the following members and their affiliated institutions:

- i. **Dr. Jesimen T. Chipika** (Chairperson): Deputy Governor – Reserve Bank of Zimbabwe;
- ii. **Mr Eria Hamandishe** (Vice Chairman) Director – Ministry of Finance and Economic Development;
- iii. **Professor Albert Makochekanwa** – Senior Lecturer, Department of Economics, University of Zimbabwe;
- iv. **Mr Isaac Kwesu** – Chief Executive Officer, The Chamber of Mines of Zimbabwe;
- v. **Mr Clifford Sileya** – Former Chief Executive Officer, Confederation of Zimbabwe Industries;
- vi. **Dr Gibson Chigumira** – Executive Director, ZEPARU.

## The Board of Trustees



**Dr. Jesimen.T. Chipika**  
*Chairperson*



**Mr. E. Hamandishe**  
*Vice Chairperson*



**Dr. I. Kwesu**  
*Trustee*



**Prof. A. Makochekanwa**  
*Trustee*



**Mr. C.M Sileya**  
*Trustee*



**Dr. G. Chigumira**  
*Ex Officio*

### **1.4.2 ZEPARU's Human Resources**

ZEPARU has a complement of 11 staff members with the Executive Director as head of the institution. Other staff members include two Senior Research Fellows, three Research Fellows, the Finance and Administration Manager, Finance and Administration Officer, Librarian and Outreach Officer, Caretaker and an Intern.

### **1.4.3 The Strategic Planning Process**

The strategic planning process was undertaken in April – May 2020 and involved the following phases:

- i. An inception meeting with ZEPARU to scope the project in line with the terms of reference and agree on contractual arrangements.
- ii. Pre-workshop material was circulated to Board Members, Stakeholders and Members of staff with material comprising;
  - a. Current Realities Assessment template
  - b. Political, Economic, Social, Technological, Environment and Legal (PESTEL) analysis template; and
  - c. Strengths, Weaknesses, Opportunities and Strengths (SWOT) analysis template.
- iii. A three day strategic planning workshop that was characterised by strict adherence to COVID-19 guidelines that included social distancing and strict sanitisation measures.
- iv. Development of the Strategic Plan by the Consultant incorporating issues that arose during the strategic planning process.



*ZEPARU Staff following proceedings at the 2020-2024 Strategic Planning Meeting*

#### ***1.4.4 Outline of Strategic Plan Report***

The strategic plan is organised and presented in seven chapters. Chapter one presents introduction, chapter two describes ZEPARU's organisational philosophies and chapter three presents the achievements and lessons learnt while implementing the 2015-2019 strategic plan and sets the context to strategies adopted in the current Strategic Plan. Chapter four presents key success factors and focus areas whereas; chapter five scans the environment in which ZEPARU operates. Chapter six describes the key result areas, goals, strategies and chapter seven concludes with a perspective of impact and influence expressed in the ZEPARU Logic.



*ZEPARU Staff following proceedings at the 2020-2024 Strategic Planning Meeting*

## CHAPTER 2: ORGANISATIONAL PHILOSOPHIES

### 2.1 Organisational Philosophies

ZEPARU is guided by organisational philosophies that are expressed in its vision, mission, and shared values.

#### VISION

To become the leading centre of excellence in economic policy research and analysis in Zimbabwe.

#### MISSION

To undertake customer driven research and capacity building activities to promote a culture of evidence based policy making and implementation processes in Zimbabwe.

#### SHARED VALUES

- i. **Inclusivity and Sustainability**- embedding issues of sustainability and inclusivity into its programs and activities.
- ii. **Relevance**: understanding demand driven applied economic policy research and analysis which responds to the needs of stakeholders.
- iii. **Pro-activeness**: closely monitoring social and economic developments and regularly disseminating findings on emerging issues.
- iv. **Integrity**: displaying honesty, commitment, competence and cooperation in its interactions with all stakeholders.
- v. **Transparency**: relating to all its stakeholders in a fair, easily understood, frank and open manner.
- vi. **Professionalism**: displaying high levels of ethics and professionalism.
- vii. **Non-partisan**: maintaining operational non-partisanship in all its undertakings.
- viii. **Gender equity**: aiming for measurable equal representation of women and men as they have equal value and should be accorded equal treatment.

## **CHAPTER 3: ACHIEVEMENTS OF ZEPARU OVER 2015 TO 2019**

The New Business model as outlined in the 2015-2019 Strategic Plan was implemented in earnest over the plan period resulting in the improvement in the Institution's income streams coming from increased consultancy work. Furthermore, focus was also placed on improving the institutional delivery mechanism to improve on efficiency in delivering on the contracted work; enhancing the quality and credibility of the Institution's products and services. Improving quality work produced timeously and within budget has remained the major focus in improving organizational efficiency. More still needs to be done in this area. The following sections provide a summary of research studies undertaken and the partnerships which ZEPARU engaged in over the Plan period.

### **3.1 USAID-SERA**

In 2015 USAID– Strategic Economic Research and Analysis (SERA) supported the study on Competitiveness of the Pricing System in Zimbabwe requested by Ministry of Industry and Trade. This study was instrumental in the formation of the National Competitiveness Commission. The completion of the USAID-SERA project that commenced in 2012 was extended to September 2016. There were very few activities that were implemented through/with ZEPARU over this period. The USAID-SERA program closed at the end of September 2016 and some of the assets used by USAID-SERA staff were donated to ZEPARU. This further enhanced the capacity of the Institution.

### **3.2 CARE International Consultancy**

In 2016 ZEPARU was engaged by CARE International to undertake an end of project Evaluation of the Youth Empowerment Project (YEP) in Zimbabwe. The lesson learnt workshop for the YEP was held at the Holiday Inn, Harare, 26 January 2017. The findings of the Evaluation and the lessons learnt derived from this evaluation were well received by Care International and its implementing and technical partners as well as Swedish Embassy that funded the YEP.

### **3.3 UNICEF- ZEPARU Collaboration**

In 2015 five policy briefs were prepared with financial support from UNICEF on the following themes:

- a. Pensions reforms;
- b. Procurement Reforms;
- c. Diaspora Remittances;

d. Fiscal rules and

e. Illicit financial flows

These policy briefs were off shoots from the Ministry of Finance and Economic Development/ UNICEF conference on fiscal space constraints in which ZEPARU was engaged as one of the presenters and rapporteur who prepared the conference report. In 2019, UNICEF engaged ZEPARU to work with the Ministry of Local Government and Public Works to undertake TSP implementation monitoring visits as well as develop a Local Authorities Engagement Hand Book. This was part of its Peace Building Fund Project which sought to support local authorities to develop/plan, prioritize, implement and monitor budget implementation and to develop strategies for citizen engagement in the implementation of the TSP.

### **3.4 ZIMBISA**

The DFID supported business enabling environment programme (BEEP 2014 -2016) which was implemented by ZIMBISA and IMC Worldwide supported ZEPARU through a co-creation approach to produce the following studies and activities:

- i. Addressing Barriers to Inclusive Market Access to Smallholder farmers in partnership with Knowledge Transfer Africa;
- ii. Study on introduction of the 15% Value Added Tax (VAT) on accommodation for foreign tourists in Zimbabwe;
- iii. Investor Perception Survey (IPS) in Collaboration with the National Economic Consultative Forum (NECF)- insights from IPS informed the development of a national Investment Policy and Special Economic Zones (SEZ Act).
- iv. Small grains value chain development study;
- v. Competitiveness of the Hospitality Sector study;
- vi. SWOT analysis and Development of a five - year strategic plan for the NECF;
- vii. Research and Compilation of Vol 19 of Economic Barometer;
- viii. Revamping of ZEPARU Website and
- ix. Contract to facilitate the launch of the NECF Public-Private Dialogue (PPD) manual and Office of the President and Cabinet (OPC) Communication Strategy Workshop

The ZIMBISA intervention assisted in supporting development of sustainable research

products and innovation in the ZEPARU approach to business development.

### **3.5 African Development Bank (AfDB)/Ministry of Mines and Mining Development Studies**

The six studies that were supported by AfDB for the Ministry of Mines and Mining Development occupied much of ZEPARU staff research time in 2016. The Governance and Institutional Support Programme (GISP) under which the following studies were undertaken was due to end in December 2016 was extended to June 2017.

- a. In depth Training Needs Assessment Survey in the Zimbabwe Mining Sector
- b. Global Best Practice in Establishing and Managing a Sovereign Wealth Fund
- c. Reconfiguration of the Zimbabwe Geological Survey
- d. Best Practice in Supporting Artisanal and Small Scale Mining in Zimbabwe
- e. The Probable Impact on Zimbabwe Mining Fiscal Revenue and Industry Competitiveness of Various Price, Production & Fiscal Scenarios :The Case of Gold Sector and
- f. Assessment of the Scope and Applicability of Value Addition and Beneficiation of Minerals in Zimbabwe

During the extension period, the research Team worked with the Ministry of Mines and Mining Development to update the draft Mining Sector Development Policy. The research studies which also informed the update of the policy were well received by the Ministry of Mines and Mining Development. This satisfaction was evidence by the request for additional printed 10,000 copies by the Minister and the Permanent secretary of the Best Practices for Supporting Artisanal & Small Scale Miners and the Training needs Assessment of the Mining and Mineral Sector studies.

Involvement of Zimbabwe Geological Survey (ZGS) in the study visits to the Council of Geoscience in South Africa and Namibia Geological Survey as part of the research process of the study on Reconfiguration of the Geological Survey assisted in the adoption of the recommendations in the study and follow-up benchmarking visit to facilitate implementation. This has resulted in significant changes and improvements to the Zimbabwe Geological Survey Department.

### **3.6. African Capacity Building Foundation (ACBF) Commissioned Research and Capacity Building Work**

ACBF and ZEPARU signed a memorandum of understanding (MOU) on 7 August 2015 concerning capacity building partnership in Africa based on specific programmes and projects and further concerning administrative arrangements for the development of Knowledge Products. In pursuance to this MOU, ACBF and ZEPARU signed a contract on the Provision of Consultancy Services to undertake a Country Review and Country Policy and Institutional Assessment (CPIA) as well as a background paper to the Capacity Indicator Report on Domestic Resource Mobilisation. Furthermore, the ZEPARU Executive Director was invited to serve as a distinguished independent external reference group (IERG) member for the production of knowledge products.

In 2016 ZEPARU won an ACBF Funding Innovative Capacity Development Initiative (FICAD) grant for its innovative proposal on Youth Empowerment following an ACBF International call for proposals. ZEPARU was presented with a FICAD award certificate at the close of the ACBF 25th Anniversary Celebrations held on 3-5 May, 2016. This project which has been successfully completed was a pilot intervention which sought to develop appropriate youth empowerment and technology transfer models for Zimbabwe. Its specific sub-objectives were to:

- i. Promote technology transfer and adoption;
- ii. Facilitate linkages between technology suppliers; financial institutions and the youth exposed to current technology and production processes;
- iii. Contribute to knowledge on alternative and innovative models of youth empowerment Empower the selected youth with entrepreneurial and technological skills;
- iv. Assess the relevance and effectiveness of existing technology training and manpower development programs and
- v. Match skills of trained and unemployed youths to appropriate technology;

In 2018 ACBF signed a Letter of Agreement with ZEPARU to implement a research and capacity building project in collaboration with the ACBF with funding from the AfDB over the period March 2018 to March 2019. The main beneficiaries of the project were the following Government Ministries and Agencies: Ministry of Finance and Economic Development, Ministry of Industry and Commerce; the Ministry of Mines and Mining Development; the Ministry of Public Service, Labour and Social Welfare; and the Reserve Bank of Zimbabwe (RBZ); Private sector players in the extractive sector, financial sector and those involved in international trade and Development partners and Civil Society Organizations (CSOs)

who participated during the research process, national dialogue as well as the dissemination workshops and accessed the knowledge products generated by this intervention.

ZEPARU researchers worked with four external research fellows to undertake the following six research studies which were disseminated widely:

- i. Assessment of Distortions in Financial Markets;
- ii. Employment Market Distortions;
- iii. Assessment of Macroeconomic Policy Formulation and Implementation processes;
- iv. Assessment of Arrears Clearance Strategies and Sustainable Debt Options for Zimbabwe;
- v. Assessment of the Country's trade performance with the context of Southern African Development Community (SADC); Common Market for Eastern and Southern Africa (COMESA) and Tripartite Free Trade Area (TFTA);
- vi. Enhancing Natural Resource Management in Zimbabwe: Case Studies on Mineral Exploration, Forestry Management, Wild Life Management and Solar Energy.



*These studies are available on the ZEPARU website: [www.zeparu.co.zw](http://www.zeparu.co.zw).*

This intervention also facilitated training on Introduction to Dynamic Stochastic General Equilibrium (DSGE) modelling held in Mutare from 14 to 18 May 2018. The training targeted government officials from the Macroeconomic Framework Technical Working Group

(MFTWG). The MFTWG comprise of officials from Ministry of Finance and Economic Development; RBZ and Zimbabwe National Statistics Agency (ZIMSTAT). The training was well received and the Ministry requested a follow-up advanced training in DSGE modelling that targeted the officials who attended the Introductory training to assist them to undertake preliminary work for building a DSGE model for the country. The Advanced DSGE Modelling workshop was held on 3 to 14 December, 2018 at the same venue in Mutare. Both DSGE modelling training workshops equipped the government officials with practical macroeconomic modelling skills to help them to develop robust dynamic macroeconomic models for the Zimbabwean economy, to guide policy decision-making. The following picture shows the MMFTWG and ZEPARU officials who attended the two workshops:



A National Policy which ran under the theme **‘Supporting Zimbabwe’s Economic Transformation through intensifying implementation of the Industrial Development Policy and Special Economic Zones’** was held at Manna Resorts in Harare on the 28th of June 2018 supported through the ACBF intervention. The Dialogue provided a platform for private sector represented by Business Membership Organizations (BMOs) to input into the finalization of the Zimbabwe National Industrialization Development Policy (ZNIDP) and the National Trade Policy. It also explored strategies for enhancing the implementation of the Special Economic Zones (SEZs) in Zimbabwe. Sixty stakeholders from Government, private sector, regional organizations and academia attended the national policy dialogue. Input from the National Policy Dialogue was synthesised in the National Policy Dialogue Report which was printed and shared with the Ministry of Industry, Commerce and Enterprise Development and participants to the Dialogue. The following picture shows the participants of the National Policy Dialogue.



ZEPARU was initially engaged by the Ministry of Industry, Commerce and Enterprise Development to review the Industrial Development Policy ((IDP, 2012-2016) and provide inputs for the drafting of a new IDP with financial support from COMESA Clearing House in 2016. After the National Dialogue ZEPARU was also engaged to revise and align the draft IDP with the new policy thrust in the TSP and Vision 2030. Some of the issues raised during the National Dialogue were incorporated in the draft Zimbabwe Industrial Development Policy (2019-2023) which was approved by Government and launched in June 2019. ZEPARU is in discussions with the Ministry of Industry and Commence to explore further areas of research collaboration to support the implementation of the National Industrial Development Policy.

### **3.7. Parliament of Zimbabwe**

In 2016 Parliament of Zimbabwe with financial support from the United Nations Development Programme UNDP commissioned ZEPARU to undertake a baseline survey assessing the level of Economic Literacy of Parliamentarians. In 2018 ZEPARU won a competitive bid and signed a Consultancy Service Agreement with the Parliament of Zimbabwe on 27 March 2018 to develop Ten Training Modules for the Parliamentary Portfolio Committees and Training of the Trainers Parliament Staff to use Modules to train Parliamentarians. ZEPARU worked with six external experts comprising of a Lawyer; Human Rights Expert; Gender Expert; Climate Change Expert; Mining Expert, and an Energy Expert. The work was undertaken under the AfDB supported Strengthening Institutions of Transparency and Accountability (SITA) Project. The one week training of Trainer workshop on the completed modules was held in January 2019. The modules and trained trainers are expected to be instrumental in the operationalisation of the Parliament of Zimbabwe Training Academy.

### **3.8. Ministry of Finance and Economic Development Supported Studies**

The Ministry of Finance and Economic Development continued to provide ZEPARU with Institutional support over the 2015-2019 Plan period through the National Budget. In 2019 in line with the Results based budgeting the Ministry provided ZEPARU funds to deliver the following studies:

- i. Exploring options on how Treasury decentralises funding within the context of devolution;
- ii. Fiscal Risks Analysis in Zimbabwe;
- iii. Options for increasing the country's competitiveness and capacity to generate foreign currency;
- iv. Review of challenges faced by local authorities in improving efficiency in service delivery and
- v. Sustainable Agricultural Financing Mechanisms.

The issues covered in these studies remain current even within the current Strategic Plan and will continue to inform policy discussions and debates.

### **3.9. GIZ Supported Studies**

ZEPARU received the initial subsidy from GIZ in 2018 to produce a discussion paper and policy brief on Fiscal Transparency and Accountability and host Policy Dialogue. The policy dialogue was held on 27 November 2018. The policy dialogue highlighted the need for

increased roles for private sector and civil society and citizens in the national budgeting process and in the implementation of the TSP. The importance of increasing transparency and accountability in the economic policy making and implementation process was identified as critical in facilitating the economic recovery and transformation.

In 2019 GIZ provided ZEPARU with another subsidy to undertake research and develop discussion papers and organise policy dialogues under the theme: Fiscal Transparency and Accountability in the Context of Devolution. The research activities culminated in the publication of the following discussion papers which were discussed in a policy dialogue except for iii and iv.

- i. Exploring the Key Success Factors in Implementing Devolution in Zimbabwe;
- ii. Review of Challenges and Capacity Gaps of Different Tiers of Government that can Undermine Implementation of Devolution;
- iii. Fiscal Transparency and Accountability within the context of Devolution;
- iv. Challenges posed by the non-alignment of central government and lower tiers of government's planning and budget cycles in the implementation of devolution.

The project produced the following outputs:

- A menu of key success factors for the implementation of devolution which were discussed with a broad spectrum of stakeholders to inform monitoring and evaluation of progress in the implementation of devolution in Zimbabwe;
- Capacity gaps and challenges at different tiers of Government were identified, debated and remedial strategies pro-offered;
- Methods of enhancing Fiscal Transparency and Accountability within the context of Devolution identified and proposed to the stakeholders and
- Measures to enhance alignment of Central government and lower tiers of government's planning and budget cycles in the implementation of devolution outlined.

It is expected that this intervention will foster:

- Improved transparency in the devolution process as more stakeholders have access to synthesised information and knowledge on the devolution processes;
- Increased evidence-based advocacy- utilising the knowledge products from this intervention.

- Strengthening capacity of oversight institutions and citizens to monitor policy implementation and adherence to good economic governance principles in the implementation of devolution and
- Improve alignment of Central government and lower tiers of government's planning and budget cycles in the implementation of devolution to enhance harmony in economic policy formulation and management across all the tiers of government.

A national dialogue of the studies i and ii (see picture below of participants to the National Dialogue) revealed that the issue of devolution and policy challenges and the emerging capacity gaps will remain on the policy agenda for the foreseeable future. It is expected that more research time will be devoted to devolution work in the current Strategic Plan which coincides with the implementation of the National Development Strategy (NDS1). Devolution is one of the key thematic areas for NDS1.



### **3.10. Oxfam-ZEPARU Partnership**

ZEPARU signed a Partner Working Agreement with Oxfam GB to implement research and advocacy activities in their Extractive Industry Programme that ran from 1 July 2017 to 30 June 2018. The studies undertaken under this contract included:

1. Pathway to Formalization for Artisanal Mining in Zimbabwe;
2. Common Practices on Mine Rehabilitation Financing- used to support CSOs on advocacy on the Mines and Minerals Amendment Bill and
3. An Analysis of Zimbabwe Mining Revenue and Disclosure Frameworks;

In 2019 ZEPARU signed two Partner Working Agreements with Oxfam GB with funding support from Oxfam Australia and Oxfam America to undertake to produce the following discussion papers:

1. Initiatives to Optimise Mineral Revenue in Zimbabwe including Policy Brief and Advocacy/Dissemination Workshop.
2. Performance and Prospect of Community Share Ownership Trust (CSOT) and Policy dialogue on the same subject;

These assignments were offshoots from the work undertaken in 2017-2018.

### **3.1.1. United Nations University World Institute for Development Economics Research (UNUWIDER) /Centre for Competition, Regulation and Economic Development (CCRED, University of Johannesburg) and ZEPARU Partnership**

On 10 September 2015 ZEPARU was engaged by UNUWIDER to undertake a study on “The expansion of Regional supermarket Chains, changing models of purchasing and its implications for local supplier capability in Zimbabwe”. This study was part of the UN-Wider Project on Regional Growth and Development in Southern Africa that was being undertaken in four countries: South Africa and Botswana (by CCRED); Zambia (by Zambia Institute for Policy analysis and Research -ZIPAR) and Zimbabwe by (ZEPARU). The project period ran from 1 September 2015 to 31 July 2016. The study culminated in a publication in the UNWIDER working paper series.

A poster with the main findings of the study was presented at the UNU-WIDER/South African Treasury Conference on “Growth and Development Policy New Data, New Approaches, and New Evidence” held at Protea Hotel Fire & Ice! Pretoria Menlyn, South Africa from 30 November to 2 December 2016. In 2019 again CCRED partnered with ZEPARU to undertake a research on exploring implications and potential for trade following political shifts in Zimbabwe. CCRED is an implementing partner of UNU-WIDER for the Southern Africa – Toward Inclusive Economic Development (SA-TIED) research programme during the 2017–20 period. The aim of the programme is to enhance economic research, capacity-building, and policy-dialogue.

In 2019 ZEPARU also responded and won call for proposals by UNU-WIDER to undertake a study entitled “Special economic zones in Southern Africa - Is success influenced by design attributes?” The main objective of the study was to explore the contextual factors that determine the effectiveness of SEZs as a policy instrument. The specific objectives of the study were to:

- explore the key success factors for SEZ;
- assess the various SEZ models that have been adopted in select Southern African countries;
- identify the shortcomings of the models and how these can explain why SEZs have not been very successful and
- proffer some recommendations on how the SEZ regimes can be made effective in Southern Africa.

### 3.12. Indaba Agricultural Policy Research Institute (IAPRI) and ZEPARU Partnership

The Government of the United Kingdom through the Department for International Development (DFID) supported a four year Livelihoods and Food Security Programme (LFSP). The LFSP comprised of three main components managed by the Food and Agriculture Organization (FAO), Palladium, and Coffey. Specifically, FAO managed the Agricultural Productivity and Nutrition (APN) component which aimed at raising smallholder farm productivity by promoting improved and climate appropriate agricultural practices, access to finance and production and consumption of safe and more nutritious foods. FAO engaged IAPRI from Zambia as the lead Consultant of the LFSP-APN Policy Research and Communication Programme.

ZEPARU was contracted by IAPRI to contribute to two Research Themes and six sub-themes of the research component as shown in the table below:

RESEARCH THEMES	SUB-THEMES	ROLE OF ZEPARU
I. Agricultural Diversification	Smallholder productivity and subsidies	Provided input as team member
	Public Expenditure and Policy	Local Lead Consultant
	Food Consumption: Trends and Patterns	Co-local lead consultant
	Innovative financing for smallholder farmers: case of Micro Finance Institutions (MFIs) and Contract farming	Co-local lead consultant
Rural finance and Agricultural Commercialization	Risk mitigation strategies for smallholder financial inclusion	Provide input as team member
	Value Chain Financing	Provide input as team member

ZEPARU was also provided a small budget to facilitate local coordination of meetings of the Research Teams and workshops. This assignment was completed on 30 June 2017.

### **3.13. African Economic Research Consortium Collaboration (AERC) and ZEPARU Collaboration**

AERC has continued to collaborate with ZEPARU to host in country dissemination workshops for research conducted by AERC Researchers. ZEPARU Research Team also responded to a call for proposals for health financing research by submitting a proposal on “Assessment of the Implications of Removal of Maternal User Fees on Maternal Health Utilisation in Public Health Facilities in Zimbabwe”. The proposal was successful and the study was completed in 2019. ZEPARU is also collaborating with AERC by hosting and mentoring AERC interns who would have completed their Masters in Economics/Agricultural Economics.

### **3.14. Macroeconomic and Financial Management Institute of Eastern and Southern Africa (MEFMI) and ZEPARU Partnership**

In the 2015 ZEPARU researchers contributed to the MEFMI supported research that culminated in the publication of the book on Economic management in a Hyperinflationary Environment published by Oxford University Press in 2016. Further to this MEFMI commissioned ZEPARU to undertake a study on the Status and performance of Public Private Partnership (PPPs) in Eastern and Southern Africa in 2016 and another study on the Innovative Mechanisms for Financing Infrastructure in the MEFMI Region in 2017. This is in addition to collaboration in training of Government officials through in-country training courses.

### 3.15. Other Commissioned Studies/Workshop Facilitation

COMMISSIONED ASSIGNMENT	CLIENT	YEAR COMPLETED
Opportunities for Blending Public and Private Sector Resources towards Infrastructure Funding in Zimbabwe	Infrastructure Development Bank of Zimbabwe (IDBZ)	2019
Monthly Economic Review	AfDB Country Office	2015 to 2019
Rapporteur and produced the report of the meeting of between the His Excellency the President ED Mnangagwa and the University Vice Chancellors/Principals of Tertiary Institutions held on 9 January 2018.	Ministry of Higher and Tertiary Education	2018
Undertaking a Study on the Policy Issues affecting the Development of the Horticultural sector	European Union (EU)/ International Trade Centre (ITC)	2016
Facilitation of the Development of the Horticultural Policy	Ministry of Agriculture with Financial support from Adventist Relief Agency (ADRA)	2016
Quarterly economic outlook and update	ZIMTRADE	2016
Enhancing the potential of export of services	ZIMTRADE	2016
Investor Handbook	Ministry of Macroeconomic Planning and Investment Promotion with financial support from UNDP	2016
Identifying suitable funding models for informal sector	Bankers Association of Zimbabwe (BAZ)	2016
Probable AIDS levy from the mining sector	National AIDS Council (NAC)	2016
Possibility of collecting AIDS levy on remittances	NAC	2016
Reviewing of Industrial development Policy and Developing a Draft the New Industrial Development Policy	Ministry of Industry and Commerce with Funding from COMESA Clearing House	2016
Consolidation of work done during programme implementation of Gender Responsive Economic Policy Management in Zimbabwe (GEPMI)	Ministry of Women Affairs, Gender and Community Development with financial support from UNDP.	2016

COMMISSIONED ASSIGNMENT	CLIENT	YEAR COMPLETED
Reviewing the Impact of the Youth Fund and Designing more sustainable model(s) for Youth Empowerment	Ministry of Youth, Indigenisation and Economic Empowerment with financial support from AfDB.	2016
Project Management of the Study on the Zimbabwe Manufacturing Sector	Cape Town University SALDRU Project	2015
REBUILD Study on Health Financing	Training and Research Support Centre (TARSC)	2015

### 3.16. Lessons Learnt from Implementing the 2015-2019 Strategic Plan

The brief summary of studies and capacity building activities shows the diverse demand of ZEPARU's services and the potential for ZEPARU to become a leading policy research Institute in Zimbabwe. A few lessons were learnt during the implementation of the 2015-2019 Strategic Plan. First is that the new business model adopted in 2015 and enhanced collaboration with diverse partners are key for the financial and operational sustainability of the Institution. Related to this is the need to diversify income streams, increase and improve on the synchronization of cash-inflows and outflows to avoid cash-flow challenges. This also entails the need to build a reserve fund to smoothen expenditures during the lean periods. In so doing the Institution will be mindful of the risks of mission drift that often come with chasing consultancy funds.

Secondly the Institution's goodwill assisted in securing new partnerships. In this regard there is need to further enhance the institution's governance and financial management frameworks to further improve its good will in this plan period. Thirdly, there are pay offs realized from producing quality work which is widely disseminated through the ZEPARU website. In this regard communication of ZEPARU research products and services will be intensified in this Strategic Plan period using multi-media platforms. Related to this is the need to utilize the knowledge products produced in training programmes as well as production of popular versions of these products for wider readership to enhance inclusivity.

Last but not least it was noted that partners can make contributions (such as content, funding, human resources) to a program activity, adding to its success. In this regard, there will be more focus on co-creating of research programmes; dialogues and capacity development programs with diverse partners in this plan period.

## **CHAPTER 4: CRITICAL SUCCESS FACTORS AND KEY FOCUS AREAS FOR 2020 TO 2024 STRATEGIC PLAN**

### **4.1 Critical Success Factors**

ZEPARU will be guided by the following critical success factors:

1. **I Enhanced Quality of Research Output:** fostered through peer review mechanisms coupled with methodological rigour in data collection and technical analysis. The research should be that which clients are willing to pay for as it meets client needs;
2. **Enhancing Skills of Research Staff and attracting new talent into the organization** through the internship programme;
3. **Upgrading the management and information systems:** the administrative, operational and decision support systems as well as investing in smart information and communication technologies;
4. **Enhancing the institutional Governance:** relating to direction and control by the Board as well as adequate checks and balances.
5. **Effective partnerships, networks cooperation and collaboration:** Partnerships with development partners, clients, economic think tanks and research centers within Universities to deliver the Institution's mandate;
6. **Adopting measures to enhance institutional credibility** as an institution and client confidence through upholding research quality standards and complying with terms of engagement with stakeholders will enhance ZEPARU's credibility as an institution and generate client confidence.
7. **Value propositions:** the aim should be to create value propositions for clients.
8. **Adopting strategies that ensure financial sustainability** of the institution i.e. establishing a business development function within the organization

### **4.2 Key Focus Areas**

#### **4.2.1. Partnership**

ZEPARU is committed to working collaboratively with others in order to support and advance its vision and mandate. Partners might include Zimbabwean or foreign think tanks, academic institutions, government departments/agencies, business membership organisations (BMOs), private companies, non-governmental organisation (NGOs), development partners and civil society organisations.

Partnerships at ZEPARU occur across a wide range of structures and purposes. Some are major, long-term institutional partnerships occurring over multiple years with a firm legal underpinning. Some are partnerships that occur for the life of a multi-year project and such partnerships may be either symmetrical, including joint decision making, or asymmetrical, in which roles and responsibilities differ, but each partner brings important value to the table. Some partnerships may be simply expedient ventures for a single event (such as a joint conference or policy dialogue) or a one-time joint publication.

By undertaking partnerships, ZEPARU is able to leverage its intellectual and financial resources, to full fill its mandate. Partners can make contributions (such as content, funding, human resources) to a program activity, adding to its success. The calibre of ZEPARU's partners established during the 2015-2019 Strategic Plan reflect diversity and positive reputation which ZEPARU has established which needs to be leverage on in implementing the 2019-2024 Strategic Plan.

#### **4.2.2. Engagement**

ZEPARU will create platforms to engage with leading experts not only to undertake research and analysis, but also to disseminate the evidence to key stakeholders. Moreover, ZEPARU's goal of becoming a leading institution in economic policy analysis and research makes engagement with other policy think tanks and policy makers imperative. ZEPARU will use multiple approaches to communicate policy recommendations based on strong research and analysis.

ZEPARU acknowledges that the policy process is non-linear. Proving attribution for specific changes in policy is extremely difficult, and disseminating research findings alone rarely leads policy makers to act. For this reason, ZEPARU while seeking evidence for uptake, it will invest a greater focus on continually generating and sharing knowledge with policy makers, through strategic engagement and activities that will inform and equip policy makers and other policy actors to make informed decisions. The new Strategic Plan will continue to deepen the partnership established in the 2015-2019 Strategic Plan and placing the Institution of positive growth trajectory.

#### **4.2.3. Outreach**

ZEPARU's outreach strategy will focus on amplifying its core research activities through sharing of its knowledge products to enhance its policy impact. To this end, ZEPARU will continually refine its understanding of relevant audiences for its research and its methods of reaching them with the most compelling messages. Systems of dissemination will be built into project designs, to achieve specific and articulated goals.

At all times, the work of ZEPARU, its publications and outreach activities will be non-partisan in nature, objective and based on a well-reasoned position. In this regard, efforts aimed at policy impact will universally be based on rigorous research and on factual information that is methodically, objectively, fully and fairly analysed.

#### **4.2.3.1 Strategies for Outreach**

ZEPARU will develop customized outreach strategies for its research and capacity building initiatives, with the goal of promoting ever broad awareness of ZEPARU's work and creating relevant audiences for policy analysis and recommendations from its research. These plans will include targeted media strategies for different audiences which include the broad public, government officials, policy-makers, academia, business or corporate sector, and media (print, broadcast, digital and social media). Four main strategies for outreach that will be employed at ZEPARU include: publications, digital and social media, communication and media relations, and events.

The Internet allows ZEPARU to reach a much broader audience. ZEPARU will endeavour to keep abreast with new and emerging tools, techniques, processes, platforms and social media and make the best use of available tools to present itself and its work optimally. ZEPARU will build on and strengthen its web presence by continuously updating its website.

#### **4.2.4 Research and Policy Analysis**

This component is designed to support research which will provide information and knowledge for evidence-based policy making. Research activities will be implemented under two kinds of arrangements: commissioned research (demand driven) and proactive core research (supply driven), with emphasis on demand-driven analytical work. Research over the Plan period will be aligned with ZEPARU's broad mandate as outlined in section 1.2.

In particular research agenda will focus on the issues central to the implementation of the last mile challenges related to the implementation of the TSP and the succeeding National Development Strategy (NDSI 2021-2025). In addition the research agenda and capacity building activities will focus on supporting the implementation of the devolution agenda and identifying strategies that address challenges for a more inclusive growth necessary for the substantial reduction of poverty within the context of the post COVID 19 recovery in Zimbabwe. The following thematic areas will be considered in addition to specific research theme identified by clients:

1. Financial sector deepening and inclusion strategies;
2. Fiscal reforms including: public enterprise reforms, public financial management reforms and tax policy review and administration reforms;

3. Infrastructure development and financing models;
4. Fiscal Transparency and Accountability within the Context of Devolution;
5. Debt and its implications on Economic Development;
6. Policy Focused-Poverty Analysis;
7. Health Financing;
8. Fiscal, Monetary and Exchange rate policy strategies;
9. Macroeconomic Performance and Stability;
10. Economic Policy Formulation; Implementation; Monitoring and Evaluation
11. Institutional Reforms and Capacity building;
12. Investment Policies and Strategies;
13. Rural Development and Inclusive Agricultural models;
14. Formalisation of the Informal sector and Development of the SME sector;
15. Trade and Industrialisation Strategies;
16. Sectorial Impacts and implications of COVID 19 pandemic and
17. Post COVID 19 Economic Recovery Strategies.

ZEPARU in collaboration with the World Bank is co-ordinating a research project on advanced Policy Focused-Poverty Analysis studies which will become a key focus area within this plan period. The research project will focus initially on the following thematic areas:

- i. Agricultural subsidies, productivity, rural incomes and poverty.
- ii. Household vulnerability to weather/ health shocks and the performance of safetynets and health care subsidies.
- iii. Nutrition and food security: How does welfare as measured with household data correlate with alternative measures of food security? Has this relationship changed over time?
- iv. The gender and disability dimension of poverty and including human capital, multi-dimensional poverty, spatial poverty traps and fiscal policy.
- v. Welfare impacts of transfers and international remittances and changes over time.

Impacts of remittances received on household savings, consumption patterns and investment in agriculture.

vi. Access to utilities and its effect on poverty.

These studies are expected to generate high quality evidence that will feed into the national public debate and provide input in the design of effective programs to promote growth and poverty reduction. COVID 19 pandemic has ushered in new demension to poverty dynamics that deserve further interogation during this Plan period. Effective policy making to address poverty in Zimbabwe needs to be underpinned by robust policy focused research that is based on evidence from the field.

#### **4.2.5. Capacity Building/Training**

Capacity building activities will go beyond the key Government Ministries and Departments responsible for economic policy management to include other stakeholders including Parliamentarians, Local Authorities, NGOs and Private Sector Organisations. The implementation of the Devolution agenda and the National Development Strategy will open up new opportunities for capacity building. The COVID 19 pandemic will also demand a rethink in the capacity building/training delivery mechanisms. Capacity to develop and run online courses/capacity building programmes will be enhanced. Furthermore, tailor made training programmes will be developed to suit the demands for the service from different stakeholders on a cost recovery basis.

#### **4.2.6. Institutional and Human Resource Strengthening**

ZEPARU targets to upgrade its human skills base by organising training programmes for its staff. The training will be focused on enhancing research and analytical skills as well as expose staff to emerging innovative research methodologies. The training and skill development programmes will be benchmarked on best practices in other successful policy think tanks.



*Dr. J. Malaba (Consultant) and Dr. G. Chigumira (Executive Director)*

## CHAPTER 5: ENVIRONMENTAL SCAN

### 5.1 Current situation

ISSUE	RESPONSE
<p>What have been the key positive achievements by the Organisation during the duration of the current strategic plan?</p>	<ul style="list-style-type: none"> <li>• Team work;</li> <li>• Ability to survive without external funding;</li> <li>• Staff retention;</li> <li>• Acknowledgement by Government of the instrumental role being played by ZEPARU and pledge for increased financial support;</li> <li>• Securing of Repeat business traditional funding partner i.e. ACBF and AfDB</li> <li>• Securing of new financing partners i.e. Zimbisa, IMC-BEEP and GIZ diversified the funding base</li> </ul>
<p>What more could have been done to upscale these achievements?</p>	<ul style="list-style-type: none"> <li>• Implementing identified funding strategies;</li> <li>• Continuous improvement of researchers' skills and competences in the following areas: economic modelling techniques; econometric soft wares; SPSS; mobile data collection instruments; surveys; project management and editing techniques)</li> <li>• Targeting to secure more long term multi-year funding;</li> <li>• Targeting to secure repeat business from institutions that have funded ZEPARU in the past;</li> <li>• Target other financing institutions that are known to fund research and capacity building.</li> <li>• Researchers should strive to publish their research work in accredited journals to improve institutional reputation.</li> <li>• Increase research targeted for economic ministries to remain relevant in the market.</li> </ul>
<p>What are the failures/shortcomings in your department?</p>	<ul style="list-style-type: none"> <li>• Lapses in consistency to meet deadlines and following up on promising funding opportunities.</li> <li>• Not constantly reviewing ZEPARU pricing model to ensure it remains viable in a competitive environment.</li> <li>• Limited leveraging on external experts to transfer knowledge and skills of junior researchers in their area of expertise.</li> <li>• Running Capacity building activities as envisaged in the New Business model has not yet taken root;</li> <li>• Power outages restricted researcher productivity;</li> </ul>
<p>Of the things not going right – what is the core problem?</p>	<ul style="list-style-type: none"> <li>• Research staff complement needs to be increased to meet increasing demand;</li> <li>• Low success rate in securing multi-year funding to sustain the operations of the organisation.</li> <li>• Need to give stakeholders enough lead time to prepare to attend and participate in policy dialogues/research dissemination workshops.</li> </ul>

ISSUE	RESPONSE
Priority goals for 2020-2024	<ul style="list-style-type: none"> <li>• Enhancing organisational performance and quality of products and services</li> <li>• Mobilising long term funding to sustain the Institution's Operations over the Plan Period and beyond;</li> <li>• Expanding Researcher Networks and Strengthening Partnership with Funding Partners</li> <li>• Build and strengthen partnerships with financing partners.</li> </ul>
Comment on the continued validity of ZEPARU's mission, vision and values.	<ul style="list-style-type: none"> <li>• The current mission, vision and values remain relevant for 2020-2024. ZEPARU is still needs to do more to attain its aspiration of being a centre of excellence in policy analysis and research.</li> </ul>
Key strategies that ZEPARU should adopt to ensure survival and growth of the Institution in the next planning cycle.	<ul style="list-style-type: none"> <li>• Increased production of quality research products to inform policy processes and decision making by diverse stakeholders;</li> <li>• Leverage on collaboration with external experts (research fellows) and other research institutions to respond to call for research proposals;</li> <li>• Leverage on stakeholder good will within Government; Private Sector and Development Partners to co-create research and capacity building programs with capacity to generate revenue for the Institution;</li> <li>• Make Business Development a core function of ZEPARU and set up a Business Development Unit;</li> <li>• Prioritise investing in solar energy to guarantee uninterrupted power supply to the office to enhance researchers' productivity;</li> <li>• Availing new ICT and smart gadgets that support the new mode of doing business.</li> <li>• Adopt an effective communication strategy.</li> </ul>

## 5.2 PESTLE Analysis

Political factors	<ul style="list-style-type: none"> <li>• Incidences of policy reversals make ZEPARU analysis based on reversed policies redundant;</li> <li>• International isolation restricts opportunities to access research grants; partnership with international research institutes and benefiting from exchange programs;</li> <li>• Risk of politicization of policy engagements in a polarized political environment;</li> </ul>
Economic factors	<ul style="list-style-type: none"> <li>• Under performance of the economy restricts funding availed to research and capacity building activities</li> <li>• Macroeconomic instability characterized by inflation and unstable exchange rates erodes value of allocated research budgets and adversely affects the viability of the institution;</li> <li>• Economic Policy reforms and emergence of new institutions and initiatives to propel economic recovery and competitiveness like the ZIDA and National Competitiveness Commission (NCC) present new collaborative opportunities; provides scope for new partnerships and increased research demands.</li> <li>• Implementation of the devolution agenda in particular the design and implementation of development plans/strategies; improvements in transparency and accountability; infrastructure financing mechanisms all offer research and capacity building opportunities.</li> </ul>
Socio-cultural factors	<ul style="list-style-type: none"> <li>• COVID-19 is a challenge to ZEPARU's operational modalities e.g. stakeholder consultations, conferencing, curtailed physical meetings; affect staff health or that of its families thereby reducing staff efforts.</li> <li>• Post COVID-19 economic recovery strategies and evaluations of the country's response strategies, its impact on the economy, viability of firms and poverty dynamics etc. offer research opportunities to ZEPARU.</li> <li>• Socio-economic challenges emanating from the under performance of the economy; drought induced food insecurity and its implication on rural poverty; aftermath of Cyclone IDAI; increased disease burdens etc. still deserve attention.</li> </ul>
Technological factors	<ul style="list-style-type: none"> <li>• Advances in digital technologies offer both opportunities and threats to the business of ZEPARU.</li> <li>• Proliferation of use of smart gadgets i.e. iPads, laptops and smart phones is increasing preference of by readers to access real time online information/research material;</li> <li>• Emergence of online papers presents opportunities for partnerships in dissemination of research findings;</li> <li>• Need to improve on digital infrastructure to facilitate virtual interaction of the research team while working at home with the context of COVID 19 and facilitate video conferencing platforms etc.</li> <li>• Upsurge in demand for connectivity not matching the existing infrastructure backbone thereby impacting on internet speed that is needed by researchers.</li> <li>• Need improvements on cyber security threats and online backup systems for data security.</li> </ul>
Legal factors	<ul style="list-style-type: none"> <li>• Alignment of laws to the Constitution presents opportunities to partner with legal experts to assess: the impact of the legal provisions on different economic actors; cost of compliance etc.</li> <li>• Compliance with all statutory obligations.</li> </ul>
Environmental/Ethical factors	<ul style="list-style-type: none"> <li>• Climate change induced droughts adversely affecting the economy and presents challenges with regards to viability of agro-based industries and hydro-electricity generation. Power outages adversely affect ZEPARU's operations;</li> <li>• The need for climate change impact assessments; mitigatory and adaptation strategies present research opportunities; ZEPARU is required to respect intellectual property;</li> <li>• Adherence to ethical norms in conducting research is critical. Ethical clearance from relevant authorities where it is required need to be adhered to.</li> </ul>

### 5.3 SWOT Analysis

Strengths	<ul style="list-style-type: none"> <li>• Institutional goodwill buttressed by a sound track record in producing quality products and services to the satisfaction of clients;</li> <li>• Competent and experienced staff with sound understanding of the Zimbabwean economy and its policy terrain;</li> <li>• Extensive contacts and networks of experts within Government; private sector and CSOs;</li> <li>• Experience working with diverse development partners accompanied by good stewardship record of entrusted financial resources.</li> </ul>
Weaknesses	<ul style="list-style-type: none"> <li>• Activities on training and capacity building activities have been declining in the past few years;</li> <li>• Inadequate collaborative partnerships with regional and international policy think tanks;</li> <li>• Lack of critical mass to expand areas of specialisation</li> <li>• Inadequate research infrastructure and innovative gadgets to respond to emerging research needs.</li> </ul>
Opportunities	<ul style="list-style-type: none"> <li>• Economic Policy reforms and emergence of new institutions and initiatives to propel economic recovery and competitiveness like the ZIDA and NCC present new collaborative opportunities and provide scope for new partnerships as demand policy research and analysis increases.</li> <li>• Implementation of the devolution agenda in particular the design and implementation of development plans/strategies; improvements in transparency and accountability; infrastructure financing mechanisms all offer research and capacity building opportunities.</li> <li>• Complexity of policy issues that policy makers have to grapple with i.e. post COVID 19 economic recovery; climate change; devolution; investment; infrastructure financing; green growth and green jobs; Small to Medium Scale Enterprise (SMSEs) growth and financial inclusion in a highly informal economy offers opportunities for generating and sharing evidence based knowledge products to inform policies and decision making and</li> <li>• Goodwill created while working with the current partners can be leveraged on to create new business.</li> </ul>
Threats	<ul style="list-style-type: none"> <li>• Emergence of new Research Institutes and University based research centres presents competition for available project funding resources while at the same time creating opportunities for collaboration.</li> <li>• Globally there is declining grant funding for policy Think Tanks and this affects ZEPARU's prospects of securing long term Institutional support.</li> <li>• COVID-19 has disrupted the ZEPARU's model for undertaking and disseminating research findings which now needs a rethink;</li> <li>• Inflation and exchange rate instability if not addressed will continue to erode value of ZEPARU funding.</li> </ul>

## CHAPTER 6: KEY RESULT AREAS, GOALS AND STRATEGIES

### 6.1 Key Result Areas

NO	KEY RESULT AREAS	RESPONSIBLE DEPARTMENT
KRA 1	Financial Sustainability	Finance and Administration
KRA 2	Economic policy research and analysis	Research and Training
KRA 3	Institutional capacity	Research and Training
KRA 4	Collaborative networks	Research and Training
KRA 5	Products and services	Research and Training

### 6.2 Goals

Goal 1	To ensure ZEPARU is financially sustainable by December 2022.
Goal 2	To position ZEPARU as the leading institution in economic policy research and analysis in Zimbabwe by December 2023.
Goal 3	To build a strong and competent ZEPARU by December 2022.
Goal 4	To build collaborative networks with local and international institutions by December 2023.
Goal 5	To provide high quality products and services to stakeholders by December 2022.

### 6.3 Strategies, Assumptions and Risks

Period	Strategies	Assumptions	Risks
<b>Key Result Area I: Financial sustainability</b>			
<b>Goal I: To ensure ZEPARU is financially sustainable by December 2022.</b>			
Current Year	1. Develop cost cutting measures	<ul style="list-style-type: none"> <li>Audit of operating systems to improve efficiency</li> <li>Adopt cost minimisation strategies in all ZEPARU operations.</li> </ul>	<ul style="list-style-type: none"> <li>Inflation may militate against the implementation of cost containment measures</li> <li>Measures required to respond to COVID 19 may lead to increase costs;</li> <li>Delays in migrating to solar energy may continue to increase costs induced by electricity outages and erratic changes in fuel prices;</li> </ul>
	2. Make business development a core activity in ZEPARU	<ul style="list-style-type: none"> <li>Buy-in by ZEPARU Board and Staff to prioritise business development and leverage on networks to generate new business</li> <li>Availability of competent personnel and experienced to perform business development functions in ZEPARU's area of work</li> </ul>	<ul style="list-style-type: none"> <li>Non-availability of financial resources to hire a dedicated business development person/team</li> </ul>
2021	3. Continuously seek additional income generating activities from commissioned studies, client driven consulting services and client driven training.	<ul style="list-style-type: none"> <li>Increased demand for research and training by stakeholders.</li> <li>Institutions have research and training budgets to support consultancy work;</li> <li>Stakeholders respond positively to ZEPARU's value propositions.</li> </ul>	<ul style="list-style-type: none"> <li>Underperforming economy limit resources availed for research and training.</li> <li>Low uptake for services offered.</li> </ul>
	1. Build and strengthen relationships with existing partners and establish relationship with new funding partners.	<ul style="list-style-type: none"> <li>ZEPARU's good financial stewardship and governance continues to be a major selling point;</li> <li>Improvement in funding opportunities for Think Tanks, policy work and generation/sharing of knowledge products.</li> </ul>	<ul style="list-style-type: none"> <li>Funding partners may shift programming areas from policy research and capacity building issues.</li> <li>International isolation may limit new funding partners.</li> </ul>

Period	Strategies	Assumptions	Risks
<b>Key Result Area 1: Financial sustainability</b>			
<b>Goal 1: To ensure ZEPARU is financially sustainable by December 2022.</b>			
	2. Effectively communicate ZEPARU activities, products and services to internal and external clients.	<ul style="list-style-type: none"> <li>• Communication strategy is in place</li> <li>• Adequate resources to implement the communication strategy.</li> </ul>	<ul style="list-style-type: none"> <li>• Visibility of ZEPARU undermined by adoption of ineffective communication strategies.</li> </ul>
2022	1. Develop approaches and technologies that help ZEPARU to partially recover the costs associated with the content service provided to the media and the public through the Internet.	<ul style="list-style-type: none"> <li>• Cost recovery strategies in place.</li> </ul>	<ul style="list-style-type: none"> <li>• Loss of revenue opportunities by failure to adopt cost recovery strategies.</li> </ul>
	2. Attract long term funding through solicited proposal writing and prompt response to proposals.	<ul style="list-style-type: none"> <li>• Availability of multi-year funding opportunities where Zimbabwean research institutions are eligible to bid;</li> <li>• Collaborative partnerships with external experts to complement ZEPARU staff in bidding for proposals</li> </ul>	<ul style="list-style-type: none"> <li>• Long – term funding opportunities are far and spaced;</li> <li>• Increased competition on dwindling funding to support policy Think Tanks.</li> </ul>
Period	Strategies	Assumptions	Risks
<b>Key Result Area 2: Economic policy research and analysis.</b>			
<b>Goal 2: To position ZEPARU as the leading institution in economic policy research and analysis in Zimbabwe by December 2023.</b>			
Current Year	<ol style="list-style-type: none"> <li>1. Undertake research to inform the post COVID-19 economic recovery based on diverse themes including but not limited to the following areas:                             <ul style="list-style-type: none"> <li>o Opportunities for socio-cultural, economic and technological innovation in light of the more long-term climate, biodiversity and global resource crisis.</li> </ul> </li> </ol>	<ul style="list-style-type: none"> <li>• COVID-19 still a relevant issue</li> </ul>	<ul style="list-style-type: none"> <li>• Inadequate resources to undertake research and develop new knowledge products focusing on post COVID 19 economic recovery.</li> <li>• Appetite for funding post COVID-19 economic recovery related research may decline as new challenges emerge.</li> </ul>

Period	Strategies	Assumptions	Risks
<b>Key Result Area 2:</b> Economic policy research and analysis.			
<b>Goal 2: To position ZEPARU as the leading institution in economic policy research and analysis in Zimbabwe by December 2023.</b>			
	<ul style="list-style-type: none"> <li>o Addressing the different needs and vulnerabilities of women through policy guidance in the food and nutrition security arena</li> <li>o Undertake research on the number of people likely to face food crisis as a result of COVID-19 due to combination of disrupted markets, lack of trade and mobility restrictions;</li> <li>o Issues of the implementation of devolution; inclusivity; confidence gaps in the economy, economic planning and policy distortions (etc.) remain relevant in devising the post COVID 19 economic recovery strategies;</li> </ul>		
	<p>2. To develop and implement an effective communication strategy to create awareness among stakeholders of ZEPARU's knowledge products emanating from the research activities and capacity building services</p>	<ul style="list-style-type: none"> <li>• Communication strategy is implemented</li> <li>• Media partners are engaged.</li> <li>• A functional ZEPARU website complemented by servers and computers.</li> <li>• Adequate resources to undertake marketing, public relations and public engagement are availed.</li> </ul>	<ul style="list-style-type: none"> <li>• Communication strategy not effectively implemented.</li> </ul>

Period	Strategies	Assumptions	Risks
<b>Key Result Area 2: Economic policy research and analysis.</b>			
<b>Goal 2: To position ZEPARU as the leading institution in economic policy research and analysis in Zimbabwe by December 2023.</b>			
	3. Marketing, public relations and public engagement to disseminate research output through the media and conducting public outreach programs.		
2021	1. Employ a Principal Research Fellow.	<ul style="list-style-type: none"> <li>Adequate resources to employ the Principal Research Fellow.</li> </ul>	<ul style="list-style-type: none"> <li>Failure to attract suitable candidates.</li> </ul>
2023	1. Offer ZEPARU Staff a competitive remuneration package to retain competent and experienced staff.	<ul style="list-style-type: none"> <li>Adequate resources available to incentivise staff.</li> </ul>	<ul style="list-style-type: none"> <li>Failure to generate adequate resources to meet staff requirements.</li> </ul>
Period	Strategies	Assumptions	Risks
<b>Key Result Area 3: Institutional Capacity</b>			
<b>Goal 3: To build a strong and competent ZEPARU by December 2022</b>			
Current Year	1. Improve organisational efficiency and performance culture across the board.	<ul style="list-style-type: none"> <li>High performance culture is embraced by all staff</li> </ul>	<ul style="list-style-type: none"> <li>Failure to embrace a high performance culture.</li> </ul>
2021	<p>2. Leverage on the collective experiences of ZEPARU Staff to improve delivery of quality products and services.</p> <p>3. Build and maintain organizational capacity and invest in human resources, improve skills and competences.</p>	<ul style="list-style-type: none"> <li>ZEPARU to exploit the multiple skills resident within its staff and organise tailor made courses where there are skills gaps.</li> <li>Availability of funding for internal capacity enhancement.</li> </ul>	<ul style="list-style-type: none"> <li>Unavailability of funds,</li> <li>Skills flight.</li> </ul>

Period	Strategies	Assumptions	Risks
<b>Key Result Area 3: Institutional Capacity</b>			
<b>Goal 3: To build a strong and competent ZEPARU by December 2022</b>			
2022	I. Acquire new Information Communication and Technology (ICT) and smart gadgets that support the new mode of doing business.	<ul style="list-style-type: none"> <li>Funds will be available.</li> </ul>	<ul style="list-style-type: none"> <li>Non-availability of funds</li> </ul>
Period	Strategies	Assumptions	Risks
<b>Key Result Area 4: Collaborative Networks.</b>			
<b>Goal 4: To build collaborative networks with local and foreign institutions by December 2023.</b>			
Current Year	I. Sign MOU's with similar regional and international organisations.	<ul style="list-style-type: none"> <li>ZEPARU will be proactive in seeking regional and international alliances</li> </ul>	<ul style="list-style-type: none"> <li>ZEPARU fails to secure willing partners to establish strong collaborative partnerships;</li> </ul>
2021	I. ZEPARU engage external experts; regional and international Think Tanks to jointly bid for in-country/multi-country studies as opportunities arise.	<ul style="list-style-type: none"> <li>Business Development Unit proactively explores collaborative opportunities for in-country/ multi-country studies through different networks and databases.</li> </ul>	<ul style="list-style-type: none"> <li>ZEPARU fails to identify opportunities to collaborate with other think tanks or external experts</li> </ul>
2023	I. Increase ZEPARU's use of digital technologies in engaging stakeholders; disseminating research findings and undertaking research; coordinating collaborative research work and engagement with stakeholders.	<ul style="list-style-type: none"> <li>ZEPARU invest in relevant ICT hard and soft infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>Inadequate resources to invest in robust ICT systems;</li> </ul>

Period	Strategies	Assumptions	Risks
<b>Key Result Area 5: ZEPARU products and services.</b>			
<b>Goal 5: To provide high quality products and services to stakeholders by December 2022.</b>			
Current Year	1. Revamp the peer reviewing mechanisms and internal editing of research products.	<ul style="list-style-type: none"> <li>Database of experienced reviewers interested in partnering with ZEPARU.</li> </ul>	<ul style="list-style-type: none"> <li>Failure to secure funding to pay reviewers competitively.</li> </ul>
2021	<ol style="list-style-type: none"> <li>Enhance the research processes; improve staff competencies in the use of innovative methodologies and policy relevancy of research work.</li> <li>Develop community friendly products i.e. Popular versions of devolution studies and infographics to facilitate broader dissemination of findings and inclusivity in the implementation of devolution and policy debates.</li> </ol>	<ul style="list-style-type: none"> <li>Availability of funding to purchase relevant research software.</li> <li>Securing of funding to facilitate to production of community friendly products</li> </ul>	<ul style="list-style-type: none"> <li>Failure to use acquired skills and software.</li> <li>Failure to secure funding which might limit the production of these products as well as coverage of their dissemination.</li> </ul>
2022	1. Mainstream stakeholder engagement throughout the research process to increase research uptake and impact.	<ul style="list-style-type: none"> <li>Stakeholders engaged from the inception of the study to validation of findings</li> <li>Use of multiple media to communicate progress of research and its findings.</li> </ul>	<ul style="list-style-type: none"> <li>Lack of stakeholder buy-in where research is completed without their input.</li> </ul>

## CHAPTER 7: INFLUENCE AND IMPACT

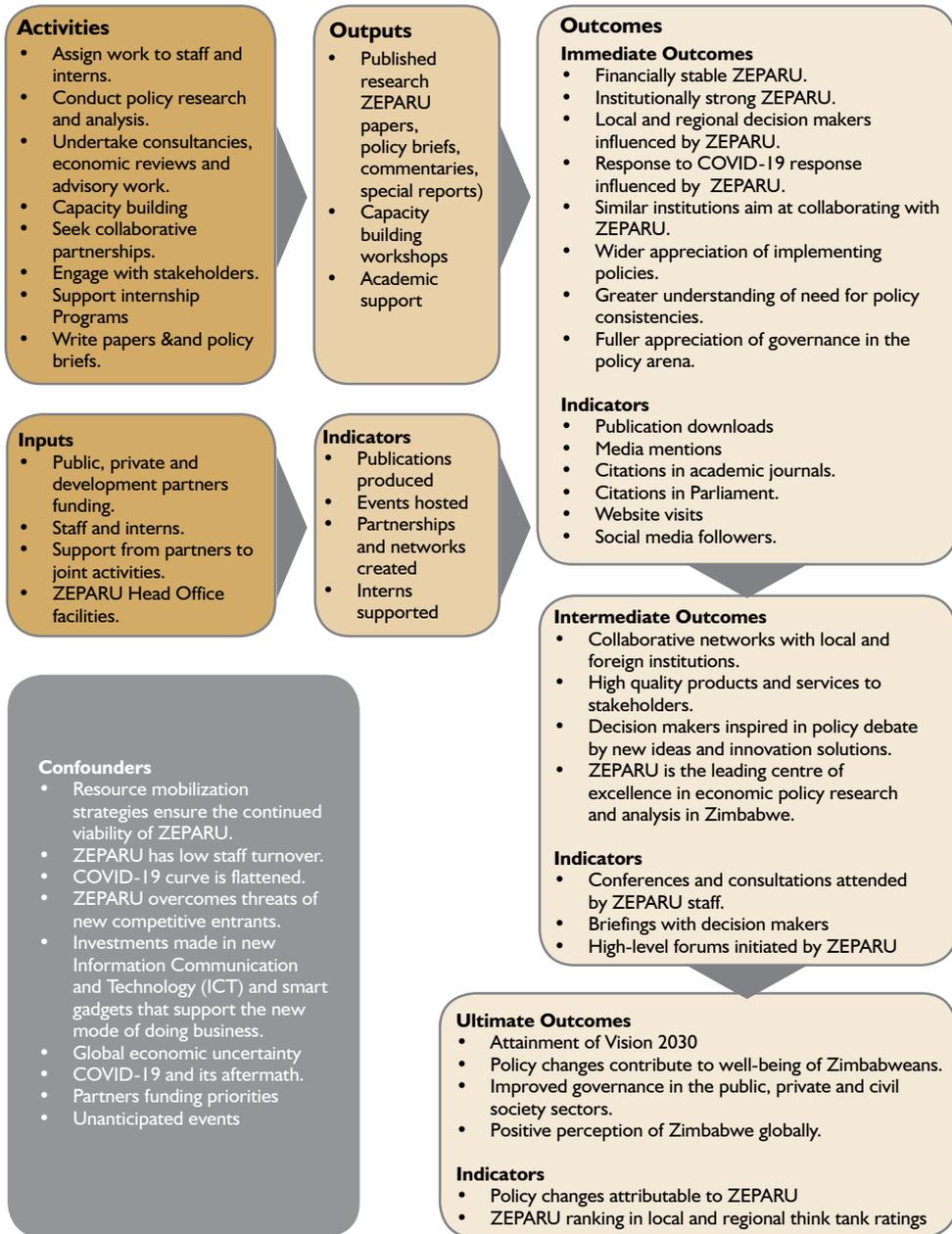
### 7.1 Tracking Results, Demonstrating Impact and Evaluation

Despite the fact that measuring the impact of a think tank is inherently difficult, ZEPARU is committed to measuring its impact. This will enable it to establish a connection between its activities and the desired outcomes. It will make use of key performance indicators to track and measure yearly progress in the implementation of the strategic plan in relation to meeting organisational goals and targets.

It intends to undertake periodic evaluations that offer a systematic and independent assessment of its operations and in the process demonstrate its continued relevance. The ZEPARU logic model which is illustrated in Figure 1 will assist in measuring performance. The logic model shows the causal relationships between its inputs outputs and outcomes including indicators for their assessment.

## 7.2 ZEPARU Logic Model

Figure 1



### 7.3 LIST OF PARTICIPANTS

No	Name	Designation	Organization
1	Gibson Chigumira	Executive Director	ZEPARU
2	Ngosi Shumba	Finance and Administration Manager	ZEPARU
3	Cornelius Dube	Senior Research Fellow	ZEPARU
4	Erinah Chipumho	Senior Research Fellow	ZEPARU
5	Wellington Matsika	Research Fellow	ZEPARU
6	Gamuchirai Chiwunze	Research Fellow	ZEPARU
7	Evangelista Mudzonga	Research Fellow	ZEPARU
8	David Memezi	Finance and Administration Officer	ZEPARU
9	Grace Msauki	Librarian and Outreach Officer	ZEPARU
10	Sheldon Maponga	Caretaker	ZEPARU
11	Danai Mudzindiko	Intern	ZEPARU

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