

STRATEGY

2022 - 2026

1. Introduction

This strategy covers the period 2022 to 2026 and was developed through an interactive process with staff, board and stakeholders. It builds on the past capabilities and experience of ZGF as it embarks on its journey in transitioning into a community foundation. ZGF has further accentuated its development frame of reference in that communities need to be central to and lead their own development, and that communities have local assets they can invest in their development. ZGF believes in the power of community giving and the lasting effects of bottom-up change.

This strategy document introduces the pillars of work for the next five years, each of which coheres several key work areas and strategies. Implementation of the strategies get the benefit of seasoned support and technical capacities that ZGF already have in place, supported by feasible sustainability strategies and processes.

2. A brief overview of ZGF

The Zambian Governance Foundation for Civil Society (ZGF) was registered in 2009 as a company limited by guarantee to enhance government accountability and transparency to poor and vulnerable sections of society through the development of the civil society sector in Zambia. ZGF's mission was to strengthen the role of civil society in pro-poor policy engagement, by increasing access to capacity enhancement resources, tools and other support mechanisms. Our efforts were directed towards empowering poor and vulnerable people (men and women) to engage effectively with government and demand greater government accountability and responsiveness to their needs.

Since 2010, we supported 163 organisations, ranging from well-established civil society organisations (CSOs), emerging CSOs to community-based organisations across all provinces of Zambia, through a total of 213 grants. We built relationships with an estimated 400 CSOs over the past 12 years, including grantees and beneficiaries that benefitted from training and scoping exercises, organisational capacity assessments, learning and information sharing events.

In 2017, community philanthropy emerged as a new pillar of work following exposure to the concept of community philanthropy promoted by the Global Fund for Community Foundations in 2016. We considered the promotion of local philanthropy a natural progression from our past engagement and experiences with CBOs. With this addition to our programme, we mutated from a dedicated civil society support organisation to one that also works directly with communities. Since then, we have been active in two strands of work, namely supporting civil society development - an area ZGF is most known for - and community philanthropy, the new component added to our programme portfolio since 2017. Today, ZGF is working in fifteen communities located in the urban and peri urban areas of Lusaka, and in rural communities in Chisamba, Chibombo, Rufunsa and Luangwa districts.

3. Identity of ZGF

ZGF has since 2016 started the journey towards reinforcing community philanthropy, driving community-led approaches to development based on the assets' orientation to development,

working directly with communities. Over the years, ZGF operated as a donor advised platform for various bilateral European donors and the European Development Fund, re-granting funds to CSOs. ZGF therefore remains with significant grant making capacity and experience, albeit now also focused on the power of targeted, small grants. The aspiration over the next three to five years is to gradually gravitate towards becoming a community foundation (CF), and then eventually to a Community Foundation Support Organisation (CFSO). The CFSO represents the infrastructure body needed to grow the field of philanthropy in the country, by mainly encouraging and advocating community philanthropy (savings and giving) and building and supporting organisations dedicated to empowering and inspiring communities to invest in, manage and lead their own development. The ultimate intent will be to expand the number of community foundations in the country and deepen practices of community-led development and community giving. The identity of ZGF is characterised by its vision, mission statements, and organisational values.

Vision statement: A Zambian society where local communities realise their rights and shape their own development.

Mission statement: Local communities and civil society with strengthened capacities to unlock and utilise available and untapped resources for sustainable development

Organisational values:

- ♣ We believe every community has the capacity and resolve to lead and shape their own development
- ♣ We believe in fairness, learning, respect, integrity and quality
- ♣ We value inclusion and will honour the dignity and worth of all
- ♣ We will act as a catalyst and work with others to build a better tomorrow

We are:

- ♣ Collaborative because we work together and in partnership with organisations of civil society and directly with communities
- ♣ Accountable to the community, our constituents, our funders and each other
- ♣ Adaptive to change because we take the long view
- ♣ Responsive to existing and newly emerging needs and maintain relevance in the ever-evolving landscape of the community
- ♣ Resourceful by finding and using both traditional and non-traditional means to catalyse development

ZGF is now the champion of community philanthropy and community-led development in the country and aspires to be the go-to resource for philanthropy in all its facets, nationally. The fundamental belief that inspires the work of ZGF is that local, grassroots-based communities have the assets and resolve to invest in, manage and lead their own development, that community self-determination is key to achieve such.

Further to the above, ZGF has a clear and definitive value proposition that defines it as investment worthy and trustworthy in the management and care of both financial and non-financial resources, including its capacity to galvanise the necessary social and knowledge capital for community-led development.

Elements of the value proposition include the following:

- ♣ Ability to drive community-led solutions

- ♣ Capacity to leverage national resources and opportunities for local development
- ♣ Communications and media capacity with global reach
- ♣ A seasoned grant maker with effective financial stewardship capabilities
- ♣ Trusted partner to local communities
- ♣ Ability to hold an engaged partnership network within Zambia and globally.

4. The philanthropic landscape in Zambia

Zambia does not have a large philanthropic footprint and relatively little empirical data exists that speak to the scope and scale of philanthropic giving in the country. In response to the dearth of information, ZGF undertook two studies that focused on local giving and diaspora giving in the country. Both studies fell short of providing empirical data on giving but provided significant insights with respect to the practices and motivations of giving. The key insights from the ZGF study of local philanthropy in the country tells us that the willingness of people to give is undeniable and deeply rooted in the general culture of giving. It was noted that much of the giving happens within the extended family, the local community or the church. The efforts to enhance giving may need to start within the said spaces. However, it is evident that the potential for the growth of local philanthropy is largely untapped and does not happen on a large enough scale for general or top of mind awareness within society. The motivations for giving were equally important to understand such as the expressed desire to see positive change in livelihoods either at the household or community levels.

The study also concluded that local philanthropy work stands a much better chance of succeeding when the entities involved are seen to have credibility and legitimacy with respect to the issues they work on. Finally, people will give to what they know and / or what they connect with. The study concluded with the proposition that any efforts aimed at enhancing sustainability of development interventions should be premised on how local resources can be encouraged and grown. Both as a way of creating long-term alternatives to external aid and promoting local ownership of the development process. It is apparent that diaspora philanthropy is characterised by a wide variety of actors with different motivations, objectives, capacities and impacts. This is according to the Diaspora Philanthropy Study done in 2019 by ZGF. Much of the financial support provided by Zambians abroad is directed towards immediate and extended family.

5. The strategic re-positioning of ZGF

5.1. Transitioning with existing capacity

ZGF has been transitioning over the last four years with respect to its development paradigm and interventions that actively reinforce self-determined and community-led development by leveraging local community assets. This paradigm contradicts the approaches by mainstream development actors in the country and beyond that look at communities as recipients rather than actors or partners in their own development and perpetuate a dependence syndrome leading to a vicious cycle of communities failing to recognize the power of their local assets, and the power of their voice and agency.

5.2 National repository of philanthropy intelligence

ZGF will develop and hold an authoritative knowledge repository on philanthropy in the country and will position itself as the primary reference and 'go-to' source for data, insights and practices that relate to philanthropy in its broadest sense, especially community philanthropy. This includes a keen focus on, and priority given community-led development across communities and provinces.

Two strategies to help realise the above-mentioned refer to the domestication of the notion of philanthropy and building a strong evidence base. Philanthropy relates to both formal, institutionalised forms of giving (referred to as vertical giving), and the more informal, community-based and lateral giving at community levels (referred to as horizontal giving). The notion of philanthropy especially at the community level (horizontal) will be interpreted and translated as 'local giving' and will also include in its conceptual frame giving out of duty and obligation, giving for reciprocal reasons, and giving for mutual survival (including to extended family and local village). This definition of community philanthropy or community giving will be reinforced through the work of ZGF.

The second strategy is building a respected evidence base that will draw on both academic and participatory action research processes, and the collation of empirical evidence. To advance the aforesaid, ZGF will link up with key partners to consolidate a knowledge base through an on-line repository, with content focused on philanthropy, community-led development approaches, community-driven monitoring processes (grassroots perspectives on social accountability), contributions to the SDGs, and a proliferation of community stories and vignettes of development.

ZGF has transitioned, enabled by past experience, systems and processes that have been refined and refocused with respect to the following:

- ♣ The focus on CSOs remains - but for the purposes of strengthening community agency and voice (capacity development)
- ♣ Grant making capacity – grants (financial and non-financial) that incentivize community-led development but more focused on small, targeted grants
- ♣ Communications – profiling ZGF, celebrating community philanthropy, the assets orientation to development and community-led approaches
- ♣ Social accountability – holding government accountable remains for delivery as per its mandate and for the realisation of the Sustainable Development Goals (SDGs)
- ♣ ZGF as a learning organisation - learning from communities and CSOs remain and grows as ZGF focuses on building the field of philanthropy and community-led initiatives in the country

5.3 Ensuring that bottom-up change is lasting change

Zambia ranks 141 out of 165 countries with most of its goals reflected as either 'stagnating' or 'information unavailable'. When looking at the current assessment, Zambia faces significant challenges when it comes to the goals of no poverty, zero hunger, clean water, education and life on land. Good health and wellbeing, affordable and clean energy, decent work and economic growth are reflected as 'moderately improving'. It seems climate action is the only goal that shows progress and promise.

Many if not most of the SDGs will not be realised without the full involvement of communities on the ground, especially when it comes to zero hunger (food insecurity and sustainable agriculture), addressing poverty, clean water, responsible consumption, and the climate-

related goals, among other. Nine years remain for Zambia as a country to demonstrate progress against the targets set for each goal, and according to the dashboard of current performance, the country is lagging. ZGF has positioned itself as the champion of both community philanthropy and community-led change and is best placed to support, inspire and capacitate communities to manage and lead their own development, and through this, make their contributions to the realisation of the SDG goals.

By raising awareness and educating communities and other key stakeholders regarding the SDGs, ZGF will offer great value in assisting the country make progress in this regard. Key to the success of bottom-up change across the goal areas is working towards supporting and capacitating communities to recognise and unlock their local financial and non-financial assets that gets used for their own development. This is in addition to leveraged assets from the more formal and institutionalised sources of giving. Key to educating communities about SDGs is understanding and sharing the 247 indicators that inform the 17 goals and to use these as part of the planning framework of the ZGF, informed by community-based monitoring and reporting.

6. Over the next five years (2022 to 2026)

Countries in Southern Africa, including Zambia, need to focus on recovery from the COVID-19 devastation. When considering prospects for the region and continent, according to Africa Outlook, urbanisation, mobility, infrastructure, natural resources, telecommunications investments and inter regional trade are just a few of the untapped opportunities, making Africa a significant growth frontier for the future. Online retail will grow rapidly in the next five years and will account for nearly seven percent of total retail sales in Africa in 2025. The Proposed Free Trade Area between the Southern African Development Community (SADC), Common Market for Eastern and Southern Africa (COMESA) and East African Community (EAC) is expected to drive imports by an average of 60 percent. All of the aforesaid have the potential to create opportunities for growth in vertical and horizontal philanthropic giving, growth and success of social enterprise development, local economic development and economic conditions for making significant progress in realising the SDGs.

However, recovery at the local community level, in villages, in urban and peri-urban areas and households, is expected to take much longer. Reasons include levels of poverty and vulnerability, government inefficiency in directing development where it is needed most, and the tendency for economic development to only serve and benefit the elite. The rationale and resolve to inspire voice and agency, to drive community-led change, cannot be more emphasised.

7. Key programmatic pillars

The strategy defines three key programmatic pillars that define our interventions over the next five years. Three pillars are defined and graphically illustrated below. The pillars include *'Supporting civil society organisations'*, *'Strengthening communities'*, and *'Building the field of community philanthropy'*.

We consider gender equality and environmental protection goals as mutually reinforcing, as the lack of environmental protection ultimately affects the achievement of gender equality, and vice versa. We will therefore examine all our activities through a gender and

environmental lens to ensure the correlation between gender equality and environmental protection is considered in all our programmes through gender analyses and environmental mainstreaming.

Pillar 1. Supporting organisations of civil society

This pillar is focused on building organisations of civil society in the country through strategies that include financial grants and other capacity development interventions tailored to Zambian CSOs and CBOs that exist with varying capacity levels. We will use this support as an opportunity to challenge our CSO and CBO partners to critically interrogate the traditional foreign aid paradigm and influence them to integrate community-led development and community philanthropy into their operations.

Pillar 2. Strengthening communities

Community-led change is about communities taking control of and leading their own development. We will support communities in both rural and urban areas to realise their rights as per the constitution of the country and hold government and the private sector accountable. This goes hand in hand with supporting communities to unlock their local financial and non-financial assets to leverage more institutional forms of giving as collective investments in their development. Through our support we envision communities working in collaboration with government, business, and civil society to address their needs and realise their aspirations. We envision communities being involved in helping to realise the SDGs.

Pillar 3. Building the field of community philanthropy

Pillar three is about encouraging and advocating the growth and scope of philanthropic giving in the country across all sectors, including community savings and giving. Here we take on the role of field builders to help expand, deepen, and sustain the field of philanthropy, both vertical (formalised and institutional giving) and horizontal (community level giving). This is to advance community-led change in the country and contributions towards realising the SDGs. Being positioned at the interface between formal (vertical) and informal giving (horizontal), we will support the growth in community giving through leveraging private and institutionalised forms of giving by high-net-worth individuals, corporate social investment (CSI), government, foundations, trusts and donors. In so doing, we will encourage co-investment in community-led change and the growth of community foundations in the country.

8. Areas of work and strategies

8.2.1 Pillar 1: Supporting civil society organisations

Our grants and capacity development support will be largely centred around assisting local CSOs and CBOs to practice active citizenship and advocate for policies and policy

implementation for the benefit of poor Zambian citizens. We will further support organisations in building community mobilisation capacity, supporting their organisational development, growing leadership capacity, fostering a culture of inclusion and gender equality, and embedding environmental consciousness and eco-friendly practices.

We will also assist local CSOs and CBOs interested in supporting community-led development and change processes at the grassroots level, to evolve into local community foundations, helping them establish small grants programmes to incentivise local community development, and form and strengthen saving groups. We will partner with local CSOs and CBOs who have an interest in contributing to the growth of community-led development and the philanthropy ecosystem in Zambia.

8.2.2 Pillar 2: Strengthening communities

Promote community-led development initiatives in rural, peri-urban and urban areas ZGF will continue to pioneer and champion community-led development and change processes targeting rural, urban and peri-urban communities. Our approach aims to change communities' perceptions of their supposed lack of capabilities by taking them through a process of realising, identifying and mobilising existing, but often unrecognized, assets, thereby tapping into, responding to and creating local economic opportunities. The assets orientation approach aims at encouraging communities to invest in their own development, while drawing on their own local, organic leadership structures. Complementary to this, we will continue encouraging communities to grow a demand culture to hold both government and business accountable for their delivery and development obligations as per their respective mandates and the constitution of the country. We will support community structures, help strengthen their governance structures, their legal registration and the development of basic administrative infrastructure, if needed. A strong emphasis on SDGs will support our advocacy for bottom-up development.

This paradigm shifting work will be scaled up to more provinces over the five-year period, through building partnerships and collaborating networks, nationally. Connections will be maintained with the 400-strong organisations we been engaging with over the years, as well as in the region and tap into their knowledge and experience they gained with ABCD and community-led development approaches. We will partner with like-minded organisations interested in expanding their community development work and develop a pool of community facilitators who can help spread the community-led approach at community level.

Support community financial asset building

We will strengthen communities' financial assets using a mix of approaches, including financial literacy training; supporting the formation, training, and mentoring of saving groups; and supporting local fundraising initiatives and the formation of community funds. We will assist with alternative income generation activities, informed by asset and environmental mapping in the community. This includes supporting the formation and mentoring of small businesses. Matched funds will be secured for promising community-led initiatives.

Establish partnerships in support of community initiatives

We acknowledge that local communities at the grassroots level cannot tackle their development challenges on their own without being linked to external stakeholders and markets. We therefore see our role as connectors and brokers who seek to build and nurture partnerships and attract external stakeholders to co-invest in community-led projects and change. More specifically, this entails connecting local businesses and communities with

sustainable energy providers to extend soft lending schemes as well as linkages with social enterprises, investors, businesses, NGOs and members of the diaspora with an interest in supporting and investing in local business development and community projects.

Incentivise local community development initiatives through small, targeted grants

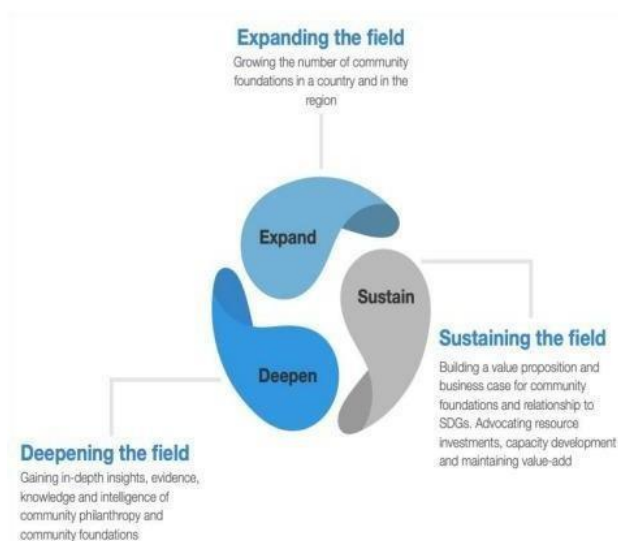
We come with a history of grant making and we will continue this work over the next five years. We will make ourselves available as a donor-advised platform for international and local donors, for CSI investments and private philanthropy as a pass-through facility for channelling grants to local communities. The priority will be small, targeted grants to local communities to support and incentivise community-led development initiatives. ZGF will also offer capacity development support to CSOs interested in adding a grants programme to their menu of services.

Build an open communication system

We are in the process of building an open communication architecture that provides an alternative to an extractive and top-down model of communication so deeply entrenched in the traditional development system. Open communication will be enabled through an open low-tech feedback mechanism, offering feedback to be given online, via SMS or through voice messaging. This communication platform has potential to democratize the development arena as it gives local organisations and community members the opportunity to give honest feedback about our support services and any other services they receive from other non-profit stakeholders. This community-based feedback system will be extended to other sectors as well.

8.2.3 Pillar 3: Building the field of community philanthropy

Support the development and growth of the field of philanthropy and community foundations in the country ZGF is transitioning into a community foundation that will focus on unlocking local community assets, help to leverage resources from 'vertical giving', hold and invest funds, make grants, act as a donor-advised platform, and assume a multi-thematic approach to development. This is the medium-term strategy. Over the next three to five years, ZGF will position itself as a field builder and as a community foundation support organisation (CFSO), intent on expanding the number of community foundations in the country. The CFSO is considered an infrastructure organisation, tasked with building the movement of community foundations at country level. There are three elements to field building that ZGF will engage in, including expanding, deepening and sustaining the field of philanthropic giving for community-led change.



By **expanding the field**, ZGF will encourage the growth of community foundations throughout Zambia and will offer capacity development support and the necessary toolkits.

By **deepening the field**, ZGF will grow its evidence base and intelligence on philanthropy and SDGs in the country, ensuring accessibility via its communications machinery.

By **sustaining the field**, ZGF will stand at the interface between vertical and horizontal forms of giving and will advocate blended financial arrangements for local, community-led development.

The first two years into the five-year programme will be used to adjust and redesign tools as part of the larger ambition of developing a unique approach to community-led development and solidify roles in helping to build the community foundation field in Zambia.

Distil and highlight innovative sectoral practices that build a stronger philanthropic ecosystem in the country

There is a plethora of institutional sources of philanthropic giving that include family foundations, corporate social investors, faith-based sources, traditional bi-lateral and multi-lateral donors, professional service companies (audit firms or insurance brokers), international foundations, social impact investor, and new entities administering green finance. ZGF will engage these sources, profile their practices, and share this intelligence through various communication mediums, to build a stronger philanthropic culture and ecosystem in the country.

Blend institutionalised and formal giving with that of community, informal and horizontal giving for community-led development and change

ZGF stands at the interface between what is termed vertical and horizontal giving, the blending of corporate and private giving with that of community giving. This is done and facilitated to encourage co-investment in local, community-led change processes and used as the basis to incentivise community investment in their own development, even in resource-poor environments. The assets orientation to development speaks to financial, non-financial, tangible and intangible assets of communities that are galvanised for their own development. In this regard, the community at the grassroots level does not face its development challenges alone and is linked into the philanthropic ecosystem in the country. The key tasks of the ZGF are defined in the illustration.

This role of blending is illustrated below:



Establish a Diaspora engagement programme

Building on our 2019 Zambia Diaspora philanthropy study, we intend to institutionalise our engagement with the diaspora community, and establish a diaspora engagement programme, by formalising relationships with institutions of the diaspora community. Despite its potential, diaspora philanthropy remains untapped as there has not been much effort to push beyond the diaspora financial support that goes to families. The hope is that philanthropic resources that flow from diaspora communities are not only perceived in monetary terms but in-kind contributions, human resources and technical expertise. Members of the diaspora can visit home to teach or apply their skills. However, to facilitate such processes, accessible avenues are needed for Zambians in the diaspora to channel their donations back home and support developmental projects.

Build an online national knowledge and intelligence repository on philanthropy and community-led change in Zambia

Zambia faces a dearth of empirical data and documentation on philanthropic giving in the country, on SDG tracking at the community levels, on community-led development and change. ZGF will position itself as the national repository of such information, insights, stories, reflective pieces, academic research and participatory action research, among other. This knowledge base will be accessible to all in the country and internationally and will represent a credible body of knowledge and evidence for the sector. Accessibility will be managed via the communications and social media machinery within ZGF that has a proven track record of consistent and high-quality published material, accessible globally.

9. Sustainability

Sustainability refers to financial security or predictability, to retaining value add and strategic positioning in the sector, and retention of human resource capacity. Sustainability is linked to proper governance and responsible stewardship of financial resources. ZGF faces the same challenges that any non-profit faces when it comes to sustained funding and as a result, will work to sustain its value addition and impacts in the sector, and will offer fee-based consultancy services to help supplement income. ZGF will offer capacity development support to clients willing to pay for services that include skills training, improving communications capacity and mechanisms, resource mobilisation strategies and others within its capabilities. These services will be on a fee-earning basis, both with respect to cost recovery and making a profit, depending on the client.