



LUTHERAN DEVELOPMENT SERVICE

A member of the **actalliance**

LDS is the development arm of the Evangelical Lutheran Church in Zimbabwe

## LUTHERAN DEVELOPMENT SERVICES ZIMBABWE (LDS)



AND BY OUR ACTIONS WE DEMONSTRATE OUR FAITH

### LDS COUNTRY STRATEGY 2019 - 2023

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## FOREWORD

The new Country Strategy for the Lutheran Development Services (LDS) could not have come at more appropriate time than now because of the significant developments globally and nationally. Firstly, at a global level we have witnessed and embraced the adoption of the Sustainable Development Goals (SDGs) to be achieved by 2030. Secondly, the Lutheran Communion worldwide has just celebrated 500 years after Reformation and is reviewing itself, as well as its regional expressions, to remain relevant in rapidly changing times. Thirdly, the Evangelical Lutheran Church (ELCZ), of which LDS is a diaconal arm, is undergoing a renewal process focusing on its doctrine, liturgy, governance and sustainability. The country, Zimbabwe, has a new political dispensation with a new vision of an upper middle income status by 2030 following decades of stagnation. All these processes have a significant bearing on the future work of LDS. The LDS, therefore, needed to strategically position itself within global and national political, socio-economic and religious landscapes that are fast evolving.

A purposefully protracted, consultative and participatory process was followed in drawing lessons from the Strategic Plan 2013 – 2018, analysing the evolving context and environment and coming up with new strategic options. The process involved LDS staff, Board members, ELCZ leadership, clergy and laity, other ELCZ diaconal efforts, communities in LDS operational areas, funding partners and other stakeholders. The process followed recognises the imperative of a concerted effort by different stakeholders in delivering on a strategy. Indeed the LDS itself is seeking, through this strategy, to contribute to global and national development agendas. Specifically at national level, LDS will play its part in uniting a nation that has long suffered polarisation and is crying for healing and transformation. The issues of healing and reconciliation will be layered on the robust sustainable interventions LDS champions.

While LDS will operate in selected geographic and thematic areas, its presence will be felt at national and international levels by using evidence from the ground to influence policies and programmes in favour of the vulnerable and marginalised

communities, hence being there to “.....defend the rights of the poor and needy” (Proverbs 31: 8-9).

There is marked emphasis on enhancing synergies among ELCZ and its various diaconal efforts in this strategy. It is my prayer and hope that there will be reciprocity and hence the embracing of this opportunity for a holistic ministry through word and deed as witness to the love of God. The strategy period will see LDS transform into a distinctive faith based organisation that is a diaconal arm of the ELCZ and will be organically connected to the Church at all levels from Parishes to the central Church Council. By God’s grace it shall be.

T.Muzvagwandoga  
LDS Board Chairperson



## ABBREVIATIONS AND ACRONYMS

AIDS	Acquired Immune Deficiency Syndrome
ACT	Action by Churches Together
CBO	Community Based Organisation
Concourt	Constitutional Court
CoS	Church of Sweden
CSO	Civil Society Organisation
CCSF	Church and Civil Society Forum
ECLF	Ecumenical Church Leaders Forum
ELCA	Evangelical Lutheran Church in America
EPOIZ	Ecumenical Peace Observation Initiative in Zimbabwe
EFZ	Evangelical Fellowship of Zimbabwe
ELCZ	Evangelical Lutheran Church in Zimbabwe
EMA	Environmental Management Agency
FBO	Faith Based Organisation
FGD	Focus Group Discussion
GDP	Gross Domestic Product
GoZ	Government of Zimbabwe
HIV	Human Immuno Virus
HR	Human Resource
ICRISAT	International Crop Research In Semi-Arid Tropics
IGP	Income Generating Project
IRDP	Integrated Rural Development Project
ISALS	Income Savings and Lending Scheme
KAP	Knowledge Attitude and Practice
LDS	Lutheran Development Services
LLSF	Luther League Senior Fellowship
LUCCSA	Lutheran Communion in Central and Southern Africa
LWF	Lutheran World Federation
NGO	Non Government Organisation
NPRC	National Peace and Reconciliation Commission
OVC	Orphans and Vulnerable Children
PVO	Private Voluntary Organisation
RDC	Rural District Council
SDGs	Sustainable Development Goals
SME	Small and Medium Enterprises
SRHR	Sexual and Reproductive Health Rights
UDACIZA	Union for the Development of Apostolic Churches in Zimbabwe and Africa
UN	United Nations
WASH	Water Sanitation and Hygiene
ZCC	Zimbabwe Council of Churches
ZCBC	Zimbabwe Catholic Bishops' Conference
ZHOCDs	Zimbabwe Heads of Christian Denominations

# HOW LDS SEES TRANSFORMATION HAPPENING

## Impact

Transformed, robust and resilient communities living a just, peaceful and dignified life manifesting God's love.

## Outcomes

Vulnerable and marginalised communities attain sustainable livelihoods through improved agricultural production and small and medium enterprise development.

Vulnerable and marginalised communities able to claim, access and enjoy social and economic justice in normal times and in the face of natural and man-made disasters.

A strengthened diakonia of ELCZ for a holistic ministry that combines word and deed.

## Outputs

Increases in household food and income security.  
Increased participation of women in decision making.  
Increased awareness of environment and climate change issues.  
Youth & other special groups involved in economic empowerment projects.

Increased awareness of gender & women's rights & SRHR for women and girls.  
Improved access to sanitation and other social services.  
Functioning disaster response mechanisms.  
Access to food, shelter & other material support in times of disasters and emergencies.

Improvements in ELCZ diakonia capacity.  
The Lutheran Development Services concept implemented for impact beyond operational areas.  
Synergies among diaconal efforts of the ELCZ.

## Proposed interventions

**Sustainable livelihoods**  
Facilitation and support to initiatives that promote:  
1. Food and income security through improved agricultural production.  
2. Increased incomes through skills and micro-enterprise development.  
3. Environmental management

**Justice and peace**  
Facilitation and support to initiatives that promote:  
1. Attainment of gender justice  
2. Access and enjoyment of SRHR, sanitation and health rights.  
3. Positive responses to disasters & emergencies.

**Strengthening of ELCZ diakonia**  
Strengthening of capacity through work in communities on:  
1. Social services especially targeting OVC & other marginalised groups.  
2. Capacity development of the ELCZ.  
3. Small projects dev. fund

**Cross-cutting issues**  
Facilitation & support to initiatives that address:  
○ HIV and AIDS  
○ Gender and women's rights  
○ Conflict mgt. and resolution  
Facilitation & support to initiatives that target special groups such as:  
○ People living with disabilities  
○ Psychosocial well being, and  
○ Youth empowerment.

Values that underpin LDS as an organisation and its work:  
(a) we are Christian (b) we have integrity (c) we are transparent and accountable (d) we practice inclusivity (e) we respect, and (f) we are professionals.  
LDS approach (a) facilitation (b) capacity building (c) market linkages (d) advocacy and policy influencing (e) developing good practices and models (f) partnerships and collaboration (g) use of different media platforms.



# 1. INTRODUCTION

## 1.1 The strategy development process

The Lutheran Development Services (LDS) strategy development process started in latter 2017. The process involved a review of the Strategic Plan 2013 – 2018 with a view of compiling outcomes and lessons to feed into the new strategy. Questionnaire surveys of stakeholders, discussions and interviews of stakeholders and beneficiaries and a desk review of LDS evaluation and performance reports in 2017 and 2018 fed into the process. A total of thirty questionnaire returns were received from Agricultural Extension Offices (5), District Administrators' Offices (4) and Rural District Council Offices (5) in LDS operational areas, LDS staff (5), funding partners (2), Faith Based Organisations (2) and ELCZ current and past leadership (7). Five interviews were conducted with government extension workers in LDS operational Wards, three ELCZ pastors, six ELCZ staff in other diaconal initiatives, representatives of four FBOs, three LDS Board members and three school heads at schools assisted by LDS. Two Focus Group Discussions (FGDs) were conducted with groups combining ELCZ women (Vashandiri), Witnesses, LLSF and youths at Mataga and Rutenga ELCZ Parishes and four FGDs involving representatives of beneficiaries of LDS supported projects, among whom were women beneficiaries, local leaders such as village heads, councillors, teachers and School Development Committees (SDCs) and one FGD of children supported by LDS scholarship programme were conducted.



Figure 1: Beneficiary registration exercise in Chivi

The surveys sought views on LDS Strategic Plan 2013 - 2018 relevance, effectiveness, efficiency, sustainability and strategic alliances and that of LDS staff, ELCZ, funding partners and some stakeholders also addressed connectedness of the LDS mission to vision and contextual analysis. Findings of the surveys were used to produce three draft reports on (a) LDS Strategic Plan 2013 – 2018 review (b) emerging contextual issues, and (c) factors to consider in reviewing LDS vision, mission, goal and value statements. The draft reports were discussed at a one day workshop of LDS staff and also presented at a meeting of representatives of all ELCZ diaconal initiatives in June 2018. Inputs from the two meetings were

incorporated in the reports before circulation to stakeholders and LDS Board for further review and comments. The three reports informed a strategic options paper that was discussed with LDS management and Board in July 2018 culminating in this strategy document for the period 2019 – 2023.

## 1.2 The strategy timeframe

The review of the LDS Strategic Plan 2013 – 2018, the accompanying contextual and operational environment analysis and reflections on the vision, mission and values of LDS pointed to another five year strategy period of 2019 – 2023 as a long enough time for progress towards goal and for realisation of some impact.

## 2. OUR VISION, MISSION, GOAL AND VALUES

The Strategic Plan 2013 – 2018 review and contextual analysis have informed a review of LDS' vision, mission and goal and the refocused statements are presented below.

Our vision is of transformed, robust and resilient communities living a just, peaceful and dignified life manifesting God's love.

Our mission is the empowerment of vulnerable and marginalised communities in Zimbabwe.

Our goal is to contribute towards alleviating vulnerability and suffering through rights-based relief, rehabilitation, development and advocacy programmes as witness to the love of God.



Figure 2: Piona Machingo - a 24 year old mother of 2, a member of Hungoidza Garden Community



Figure 3: Timitia Dziva and his grandchildren belong to Hungoidza Group that was supported with 139 goats in 2015 and the goats had multiplied to 257 by end of 2016

## Our core values

LDS will have a distinct organisational culture, as an FBO, anchored on six core values whose nexus is being Christian and a diaconal arm of the ELCZ.



### 3. CONTEXTUAL ANALYSIS

#### 3.1 The external context

##### 3.1.1 The emerging national context issues

Zimbabwe faces many challenges going into the new strategy period, 2019 – 2023, which include: 72.3% of population living under the poverty line, a heavy public debt of \$11.4 billion equivalent to 70% of GDP, an unsustainable central government wage bill equivalent to 90% of public revenue and 66% of government spending, 95% unemployed or underemployed affecting especially the youth with consequential problems like migration, drug abuse and prostitution<sup>1</sup>; unacceptably high HIV prevalence rate of 14.5%, the AIDS pandemic and attendant issue of OVC<sup>2</sup>; deteriorating infrastructure and service provision (re. physical infrastructure, health, education, social safety nets), cash/liquidity challenges, foreign currency scarcity, high levels of corruption, nepotism and cronyism within an entrenched patronage system, deterioration of law enforcement and weak state institutions, and stand off by investors and international community<sup>3</sup>. The vulnerable sections of society and their meagre livelihoods are the worst affected by especially poor service delivery by duty bearers at national and local levels.

Politics is the driver of the national context and operating environment. A first notable change in politics was the November 2017 military assisted change in top personnel of the ruling party and government and the military overtly showing itself as the power broker and key player in the national body politics. Positives from the November 2017 event were restoration of freedoms of speech, association and movement. A second major event was the 30 July 2018 harmonized presidential, parliamentary and local government elections with disputed results settled by a ruling of the Constitutional Court (ConCourt) which retained the ruling party, ZanuPF, in power. In order to move the nation forward, after almost three decades of retrogression and stagnation, the political leadership has to prioritise issues of (a) **power relations** whereby power is exercised for the good of the nation (b)

<sup>1</sup> Statistics from CIA Zimbabwe Factbook, 2018.

<sup>2</sup> Statistic from National AIDS Council, December 2016.

<sup>3</sup> LDS strategic plan 2019 – 2023 development – emerging contextual and operating environment issues for consideration

**rebuilding the nation** with respect to physical infrastructure, education, health, state institutions and social services (c) **refocusing priorities and redirecting energies** from partisan politics to socio-economic development and (d) **reconnecting people, communities and the state and with international community** and move away from being a polarised nation and a pariah state. The current impasse between the two main political parties regarding the credibility of the elections results points to potential political and social instability likely to be characterised by loss of the recently regained freedoms, return to repression and human rights abuses and possible continuation as a pariah state.

The Strategic Plan 2013 – 2018 review and the contextual analysis pointed to other social and technological issues for consideration in the next strategy period. The social issues include, social justice with special reference to the extractives industry, gender justice and women's rights remaining a major concern in a society and in communities that are highly patriarchal, and the youth being the most disaffected and least involved group in the country yet they should be the foundation on which the nation shapes its future. On the technological front, it is noted that there are continued advancements especially in the area of communication and social media. The reviews also noted the imperative of factoring climate change and environmental issues in planning and implementing development initiatives at local and national levels.

#### **Text box 3.1.1**

*“The mindset of Zimbabwe people has to change to respond to emerging new political and socio-economic demands that require concerted effort for a new and transformed country with dignity and integrity.”.... “It is hoped that the political arena will mature and open doors for economic and social development that will result in improved well being of communities” .... “There is need to cultivate the spirit of good stewardship of resources by the people of Zimbabwe and to reduce the dependence syndrome”.... “Human rights and social justice should be a priority: whatever work FBOs are doing should not be an end in itself but contribute to realization of human rights and social justice.” .... “There is need to hold government and state institutions accountable.” (excerpts from questionnaire returns on contextual outlook)*

Besides political, socio-economic and climate change and environment issues, there are developments on the religious landscape, in the ELCZ and the Lutheran communion and on funding and strategic alliances landscapes that have bearing on LDS and its work in the new plan period. The religious landscape is characterised by the mushrooming of Churches and sects and the coming in of new religions in the country. The established mainline Churches and FBOs associated with them have a well known history of contributing to national development through education, health and other development initiatives. Churches and FBOs are, however, seen as working in silos despite the platforms like the Zimbabwe Council of Churches (ZCC), Zimbabwe Heads of Christian Denominations (ZHOCDs), Zimbabwe Catholic Bishops' Conference (ZCBC), Union for the Development of Apostolic Churches in Zimbabwe and Africa (UDACIZA) and the Evangelical Fellowship of Zimbabwe (EFZ). Churches and FBOs have rich human resource bases that include the captains of politics, industry, education, health and other sectors who are parishioners of the different Churches. This rich human resource base is considered underutilised with respect to direct involvement in the work of FBOs. Besides underutilising the human resource base, FBOs of the main line Churches are not practicing what they preach on self-reliance and are, therefore, largely donor dependent.

There are developments within the ELCZ and the Lutheran Communion that LDS has to stay abreast of. The ELCZ is undergoing a renewal process focusing on identity, liturgy, governance and self-reliance that has implications on, among other things, the way it relates with its various institutions and diaconal arms. There is a multiplicity of ELCZ diaconal efforts including the Malaria, HIV/AIDS, Gender Justice, Diakonia and Christian Education projects. The LDS is the largest diaconal arm of the Church. At the international level, the Lutheran Communion is encouraging inclusivity by bringing on board sections of society previously marginalised and abiding by the Sustainable Development Goals (SDGs) in its approach to work.

The funding and strategic alliances landscape is characterised by the presence of many FBOs which, as earlier indicated, are involved in development and emergency relief work in the country, a strong presence of international NGOs and UN agencies seeking local partners, donors now preferring consortia to working with many small grantees, and the creeping in of donor fatigue. The opportunities and threats presented by the contextual and operating environment factors are captured in Table 3.1.1.

### **3.1.2 Scenario outlook**

LDS' has a positive context outlook of a relatively stable five year period where the focus will be on uniting the nation for reconstruction and development. This is predicated on the assumption of successfully overcoming the impasse between the two main political parties regarding the elections outcome and that there will be sustained political and leadership will to transform the nation. Major contextual changes can then be expected with the next elections around 2022. LDS will, however, remain alert to potential threats of political and socio-economic instability and natural and man-made disasters. LDS, therefore, plans to contribute to rebuilding the nation through processes that promote citizens' participation and uphold human rights and social and economic justice, while being ready to contribute to emergency efforts that may be required.

## **3.2 The internal context**

The review of the Strategic Plan 2013 – 2018 and contextual analysis point to organisational development issues relating to synergy with the ELCZ, fund raising, human resource development and visibility of LDS. They also point to LDS strengths on which to build going forward and weaknesses that need addressing in the new strategy period. These are captured in Table 3.2.

**Table 3.1.1 Contextual opportunities and threats**

Contextual area	Potential opportunities	Potential threats
Political and socio-economic	<ul style="list-style-type: none"> <li>○ National rebuilding agenda setting.... advocacy and policy influencing by FBOs...uniting people for concerted effort towards national transformation.</li> <li>○ Presence of a Constitution that alludes to human rights and freedoms...Chapter 12 (re. Constitution) Independent Commissions Supporting Democracy.</li> <li>○ Space for civil society organisations participation in rebuilding and transforming the nation if recently regained freedoms and the seemingly easy state/civil society relations is maintained.</li> <li>○ Potential re-engagement by global community, investors and donors.</li> <li>○ Technological advancements: improved communication, engagements, networking and collaboration, publicity and visibility.</li> </ul>	<ul style="list-style-type: none"> <li>☞ Political and social instability and continued economic meltdown should the new leadership fail to bring the nation together.....improving state/civil society relations.</li> <li>☞ Natural disasters like droughts and floods that have become common features of Zimbabwe.</li> <li>☞ Man-made disasters like veld fires, land and other environmental degradation.</li> </ul>
Religious landscape	<ul style="list-style-type: none"> <li>○ FBOs collaboration and networking through ecumenical platforms for a united voice of coincidence and being a voice of the poor.</li> <li>○ Easy community mobilisation by FBOs using mother Churches' membership bases....FBOs have already mobilised communities.</li> <li>○ Local resource mobilisation opportunities for FBOs through assets and memberships of mother Churches.</li> </ul>	<ul style="list-style-type: none"> <li>☞ Religious conflicts.</li> <li>☞ Co-option of Churches / FBOs by politics and forces of underdevelopment.</li> <li>☞ Failure to achieve potential maximum impact by FBOs owing to technically weak Boards despite the rich HR bases of mother Churches.</li> <li>☞ Exposure to international economic shocks owing to donor dependency.</li> </ul>
Developments in ELCZ and Lutheran communion	<ul style="list-style-type: none"> <li>○ Review of vision and mission ensuring relevance.</li> <li>○ Involvement in renewal process and strengthening rootedness in ELCZ.</li> <li>○ Building and maximising synergies of ELCZ and its diaconal efforts.</li> </ul>	<ul style="list-style-type: none"> <li>☞ Failure to link the diaconal &amp; spiritual aspects of ELCZ for a holistic ministry.</li> <li>☞ Lack of coordination of diaconal efforts leading to competition.</li> <li>☞ Limited impact from scattered diaconal efforts.</li> </ul>
Funding and strategic alliances	<ul style="list-style-type: none"> <li>○ Collaboration and networking with other FBOs through the ACT Alliance and other fora.</li> <li>○ Forming consortia for resource mobilisation.</li> <li>○ Partnering with bigger international NGOs and UN agencies.</li> </ul>	<ul style="list-style-type: none"> <li>☞ Funding constraints for FBOs.</li> </ul>

**Table 3.2 Organisational development issues, LDS strengths and areas for attention**

Organisational development issues	LDS strengths	Areas needing attention
<ul style="list-style-type: none"> <li>■ Limited appreciation of role of LDS as a diaconal arm of ELCZ by Church members who like to see LDS serve ELCZ members and institutions first and foremost .... need for education on LDS mandate in the life &amp; mission of ELCZ.</li> <li>■ Lack of participation of ELCZ parishioners in LDS activities.</li> <li>■ LDS constitution not making reference to LDS as an arm of the ELCZ.</li> <li>■ Value addition of Board members to LDS work and management ...current overriding criteria is two members from each of the three Diocese ... need to clearly define technical expertise required in the Board so that selection is guided value addition to LDS.</li> <li>■ LDS doing good work on the ground but there is lack of documentation and visibility.</li> <li>■ Raising the right quality and quantity of funding for mission work.</li> <li>■ Human resource development.</li> <li>■ Head Office location... Harare vs closer to operational areas ...need to examine role of head office ..... representation (to GoZ, partners, other players and funders) and strategic direction setting vs supervision and micro managing projects....who should be at head office and who is better placed closer operations?</li> </ul>	<ul style="list-style-type: none"> <li>○ LDS is a diaconal arm of ELCZ and is registered as a PVO and is, therefore, rooted and has a clear source of mandate.</li> <li>○ LDS projects are relevant ....LDS' many years of work gives it a good understanding of the context and operating environment ....It has knowledge and experience of working with local authorities and communities. "LDS is well known and respected in rural communities because it does not segregate on the basis of sex, religion, class or creed. It can, therefore, work with any community." (Excerpt from an ELCZ questionnaire return).</li> <li>○ Non partisan (with respect to politics) and, therefore, acceptable in operational areas.</li> <li>○ Experienced key personnel ..... LDS has expertise in areas of water, sanitation and health and food and nutrition security.</li> <li>○ Infrastructure and equipment ..... LDS well equipped with offices , vehicles, motorbikes dam construction equipment, lorries and tractors.</li> <li>○ Anchor funding partners like CoS, ELCA and Bread for the World.</li> </ul>	<ul style="list-style-type: none"> <li>☞ Limited funding.</li> <li>☞ "Area of operation is now very small compared to the need in neighbouring wards or districts" (excerpt from a questionnaire return).</li> <li>☞ "LDS has a small manpower and now rely on employing Graduates interns, which I think will not stay long in the organization because working condition are not favourable compared to a full time or contract employee." (excerpt from a questionnaire return).</li> <li>☞ Utilisation of the strong HR base in the ELCZ .....how to harness participation of parishioners in LDS work.</li> <li>☞ How to turn LDS assets to centres of excellence for revenue generation e.g. real estate.</li> </ul>

## 4. LESSONS FROM STRATEGIC PLAN 2013 - 2018

LDS has worked in three Provinces, six Districts and fifty one Wards, as shown in Table 3.1. The choice of the operational areas was well summed up by one Strategic Plan 2013 – 2018 review participant who observed that *"...there are historic reasons for the focus and they are areas which are neglected in so many ways, therefore, it is a strategically wise choice also given the mission and vision (of LDS)."*

**Table 4.1 Strategic Plan 2013 – 2018 operational areas**

Province	District	No. of WARDS
Matabeleland South	Beitbridge	6
	Gwanda	3
Midlands	Mberengwa	33 by 2017 (previously 6)*
	Zvishavane	3
Masvingo	Chivi	3
	Mwenezi	3

\* Rapid growth to 33 Wards in Mberengwa was due to the UNDP funded programme on self-reliance involving LDS, ICRISAT, Care International and the Ministry of Lands, Agriculture and Rural Settlement.

The Strategic Plan 2013 – 2018 review confirmed the relevance and appropriateness of the integrated approach and the broad intervention areas that included: water, sanitation and hygiene, food and income security, social services and infrastructure development, environment management and climate change, and disasters and emergencies preparedness and response. LDS' programming experience is that water interventions are more effective when directed towards improving livelihoods which in turn enable households and communities to address issues of potable water for domestic use. The aforementioned review also confirmed the relevance of the cross-cutting issues of HIV and AIDS, gender and women's rights, conflict management and resolution, and disability, through purposeful targeting. The contextual analysis corroborates the relevance and appropriateness of the intervention areas and adds strengthening of the ELCZ diakonia capacity as a programming priority for the future. It also corroborates cross-cutting themes and adds issues of psychosocial well being, disaffected youths and economic and social justice.

The Strategic Plan 2013 – 2018 performance offers a number of lessons for consideration for this new plan period. The lessons are summarised in Figure 3.1 under the criteria of relevance, effectiveness and efficiency, sustainability and strategic alliances.

Figure 4.1 Lessons on relevance, effectiveness, efficiency, sustainability and strategic alliances

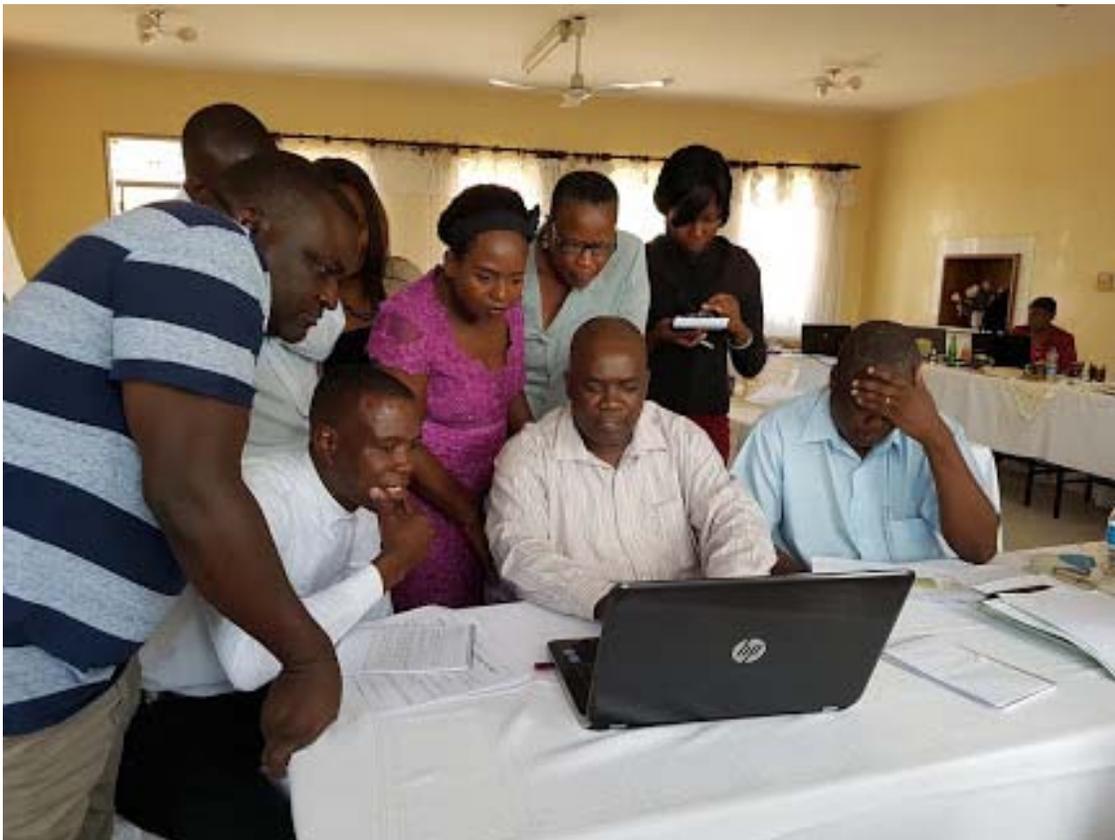
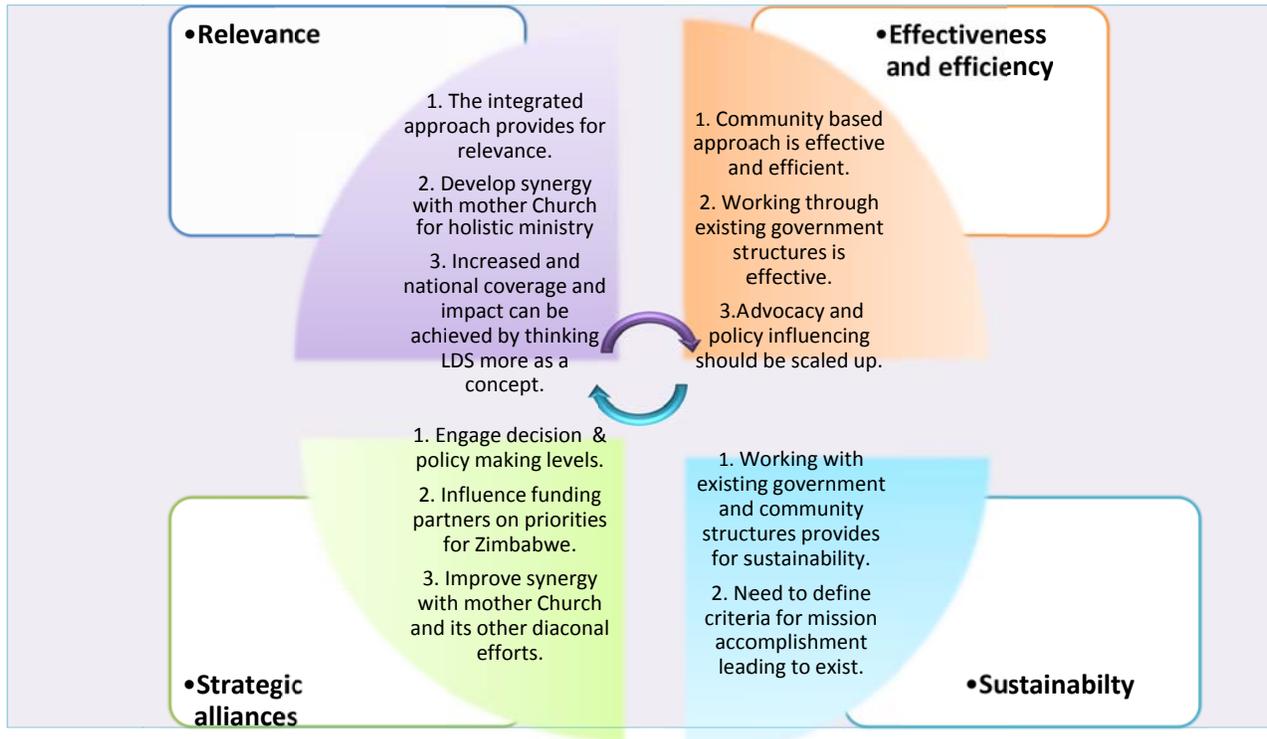


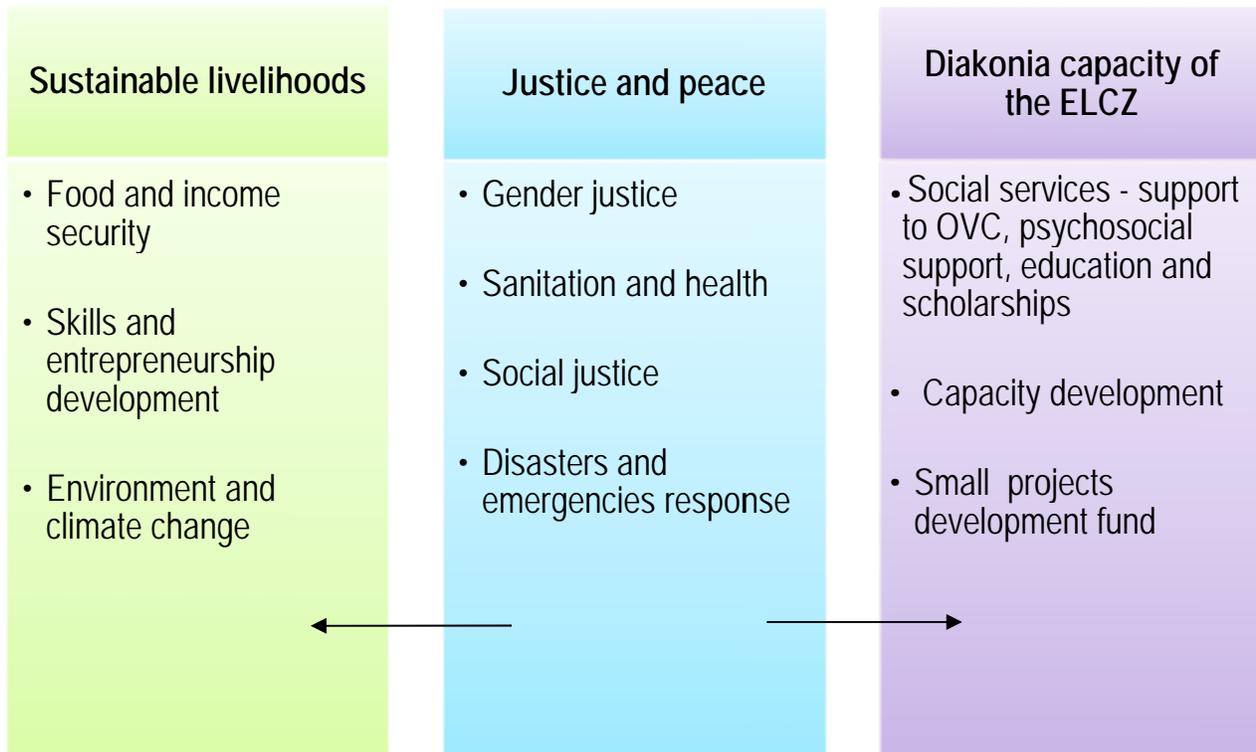
Figure 4: Workshop on LDS M & E System with staff and stakeholders; Bulawayo; 2018

## 5. MISSION RELATED STRATEGIC PRIORITIES AND APPROACH

### 5.1 Thematic priorities

LDS proposes to continue with the integrated approach with interventions grouped under three core thematic pillars of sustainable livelihoods, justice and peace and diakonia capacity of the ELCZ with an expanded list of cross-cutting issues as shown in Figure 5.1. The interventions are informed by lessons and experiences from the Strategic Plan 2013 – 2018 performance. The proposed pillars are a logical grouping of interventions given the scenario outlook and LDS' desire to contribute to rebuilding the nation (re. Section 2.1.2).

**Figure 5.1 Thematic areas groupings**



#### Cross-cutting issues

HIV and Aids ..... Gender and women's rights ..... Conflict management and resolution ..... Social and economic justice ..... Disability ..... Psychosocial well being ..... and Youth empowerment.

## 5.2 Strategic objectives

The **strategic objective for sustainable livelihoods** is to support selected vulnerable communities to enhance their resilience and attain sustainable livelihoods through climate smart agricultural practices and micro-enterprise development. The ambition of this work is that of;

- increased value chains at household level so as to enable households to withstand vulnerabilities,
- and increasingly empowered young people and women who are establishing and running successful income generating projects,
- increased coping and adaptation to climate change effects,
- improved practices in environmental management;
- as well as changes in policies and practices of duty bearers in favour of the vulnerable and marginalised.



**Figure 5: Social Justice by promoting right to food for people living with HIV**



**Figure 6: Promoting climate smart agriculture and food security through production of small grains**

Within the **Justice and Peace** theme, LDS will promote gender justice, social justice, sanitation and health as well as attend to disasters and emergencies in selected communities in the country. The gender justice work will focus on the transformation of power relations among men and women to achieve equity and equality in accessing economic resources. This is expected to result in communities that respect and uphold rights of women and girls whereby women and girls participate in decision making at household and community level. Under social justice, LDS will support and promote inclusive processes, peaceful coexistence and tolerance in communities participating in projects resulting in: change in perceptions, attitudes and behaviours of community members; cohesion and reduction in incidences of conflict amongst groups in LDS operational areas; and, peaceable communities tolerating divergent views and practices. Also as part of social justice, LDS will promote the health and wellbeing of adolescents leading to adolescents that are knowledgeable and are able to make informed decisions on their SRHR and that attain psycho-social wellbeing. LDS will also expeditiously respond to

disasters and emergencies and at all times ensuring that the rights of affected communities are upheld as part of social justice.

The **strategic objective for strengthening diakonia capacity of the ELCZ** will be to support the development of the diakonia capacity in the ELCZ for effective engagement in holistic ministry. The ambition is build the capacity of ELCZ to enable it to strengthen its contribution to the 2030 UN Agenda for Sustainable Development (also known as the SDG). This will result in an ELCZ whose parishes: are working with communities to address their development needs; reach out to special groups with initiatives on sustainable livelihoods, peace and justice; and have capacity to influence the policies and practices of duty bearers in favour of the vulnerable. A strengthened ELCZ diakonia will also result in adequately equipped parishes and congregations ably discharging holistic diaconal work outside the LDS areas of operation, thereby helping the the Lutheran Development Services concept to take root.



**Figure 7: Capacity building workshop in the ELCZ (Rev Maphosa presenting at an LDS workshop)**

This entails building, where appropriate, the capacities of communities (their structures and organisations), partners, the ELCZ and other stakeholders.

### 5.3 Proposed approaches

The aforementioned review and contextual analysis point to the need for sharpening of strategies for delivering on the thematic areas and strategic objectives in order to contribute to the key national priorities of (a) **reshaping power relations** so that power is exercised for the good of the nation (b) **rebuilding the nation** with respect to physical infrastructure, education, health, state institutions and social services (c) **refocusing priorities and redirecting energies** towards socio-economic development for social justice and (d) **reconnecting** people, communities and the state. LDS, therefore, proposes to employ the following strategies informed by lessons from the last plan and contextual analysis:

✚ **Facilitation**:- whereby LDS always plays a facilitatory or enabling role and the communities and duty bearers deliver on their responsibilities.

✚ **Capacity building**:- of communities and ELCZ parishes through a rights based approach to development that facilitates empowerment of communities to hold duty bearers accountable .....this entails community participation in needs identification, planning and implementing response interventions to enhance ownership and control of development processes by communities.

✚ **Market linkages**:- whereby LDS links communities and individuals to various markets for their input requirements and produce from agriculture and other activities. Market linkages will also enable LDS to work with both resource poor communities and individuals and those that have own start-up resources.

✚ **Evidence based advocacy and policy influencing** targeting policy and decisions makers at local, district, provincial and national levels:- whereby LDS will engage authorities where there is evidence of human rights violations in a way that seeks redress and solutions for the enjoyment of rights by the vulnerable and marginalised without inciting violent ways of resolving issues.

Actions will be informed by evidence gathered through research and baseline studies. LDS will also seek to influence policies of funding partners on priorities of communities in Zimbabwe.

- ✚ **Developing good practices and models:-** for replication and scaling up by communities and development partners to areas where LDS will not be operational as this provides for limited resources to achieve greater impact.
- ✚ **Working in partnership and collaborating:-** with other stakeholders, development agencies and other ELCZ organs as it provides for replication and scaling-up of good practises. LDS recognises that transformation can only be achieved through concerted efforts of duty bearers, the rights holders and other stakeholders including CSOs and funding partners.
- ✚ **Participation in ACT Alliance:-** whereby LDS will contribute to the learning and sharing particularly on the thematic areas of sustainable livelihoods and justice and peace among the members of the ACT Alliance Forum in Zimbabwe. LDS will pursue opportunities for joint resource mobilisation and programming with ACT Alliance Forum members. It will also actively seek to contribute to regional and international lobbying and advocacy efforts of the ACT Alliance by bringing in experiences and evidence from work on the ground with communities.
- ✚ **Use of different media platforms:-** for collaboration, networking and publicity and visibility.

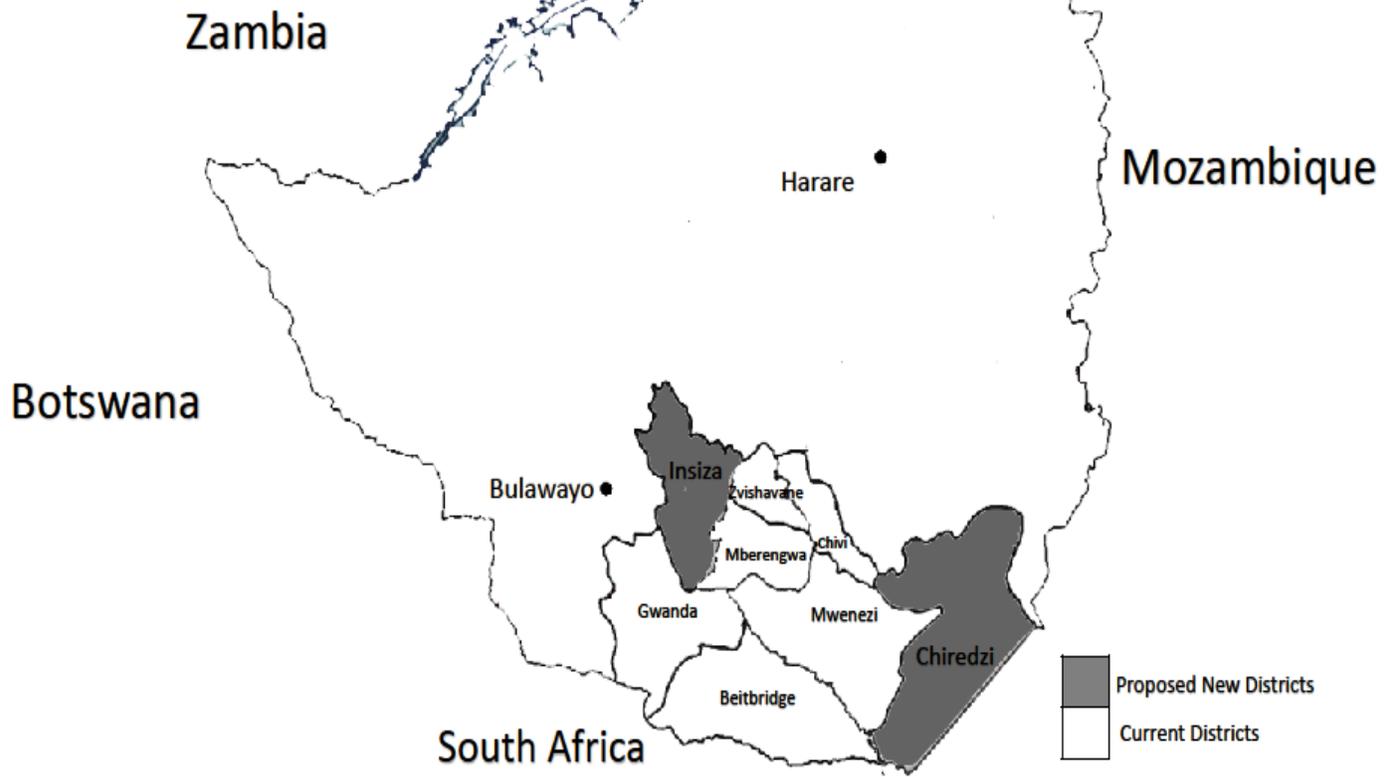
## 5.4 Geographic priority areas

LDS proposes to open **two** new geographical operational areas during the plan period. The contextual analysis pointed to a number of districts for potential growth which include Chiredzi, Matobo, Gokwe North and South, Filabusi (i.e. Insiza), Shurugwi, Lupane and Hwange and the urban areas of Chinhoyi, Harare and Bindura. LDS developed and applied the following criteria for selecting new areas: high poverty and vulnerability levels; harsh climatic conditions threatening

food and income security; high levels of disaster proneness; weak safety nets; deep cultural practices that negatively affect gender, in particular women's and girl child rights, and human dignity in general; absence of other non-state actors working on thematic areas of interest to LDS; and value for money with respect to impact of LDS investment. Accordingly, Chiredzi and Insiza were selected for new operational areas in the plan period. Entry into new districts will be in a minimum of three Wards growing to a maximum of twelve Wards for a critical mass for impact before exiting. LDS is currently operational in Mberengwa, Beitbridge, Gwanda, Zvishavane, Chivi and Mwenezi districts and will exit within the first two years of this strategy to concentrate its operations in Chiredzi and Insiza. An exit strategy will be drafted and negotiated with the concerned stakeholders.

The exit strategy will entail strengthening capacities of local partners including the ELCZ parishes to ensure continued support for sustainability. Beyond geographical operational areas, the concept of a Lutheran Development Services will enable impact through strategies of evidence based advocacy and policy influencing, developing good practices and models and partnerships and collaboration. To facilitate this, LDS is setting up a small projects development fund for ELCZ parishes to access for initiatives within the framework of LDS thematic areas where LDS has no physical presence.

LDS Areas Of Operation



## 6. ORGANISATIONAL DEVELOPMENT PRIORITY INTERVENTIONS

LDS will seek to address organisational development issues identified by the review of the Strategic Plan 2013 – 2018 and contextual analysis by building on its strengths and attending to the weaknesses. Tables 6.1 outlines LDS organisational development key interventions, objectives and expected outcomes.

**Table 6.2 Organisational development interventions and outcomes**

Focus area	Strategic objective	Proposed interventions	Expected outcomes
1 Governance	To maintain a well governed and managed LDS that is value driven.	<ul style="list-style-type: none"> <li>☞ Review and revision of LDS constitution to subordinate LDS to ELCZ.</li> <li>☞ Develop/update LDS Board charter to define role and value addition of Board and technical expertise requirements.</li> </ul>	<ul style="list-style-type: none"> <li>✚ A well governed, managed and value driven LDS.</li> </ul>
2 Relationship with mother Church, ELCZ	To synchronise LDS work with that of the ELCZ and its other diaconal efforts.	<ul style="list-style-type: none"> <li>☞ Engagement with Church and other Diaconal arms for coordinated approach to Diakonia in order to achieve a holistic ministry.</li> <li>☞ Education of ELCZ membership on mandate of LDS in the life and ministry of the Church.</li> <li>☞ Develop LDS/ELCZ engagement structure below the Church Council all the way down to the Congregation level.</li> </ul>	<ul style="list-style-type: none"> <li>✚ A holistic ministry through word and deed.</li> </ul>
3 Management	To develop & maintain a slim efficient structure that speaks to LDS' approach of facilitating community based processes.	<ul style="list-style-type: none"> <li>☞ Defining role of head office for LDS in relation to issues of representation to national government, other players, donors/funding partners, UN agencies, etc.</li> <li>☞ Developing an organisational structure that speaks to the new strategy and redefining roles and job descriptions.</li> </ul>	<ul style="list-style-type: none"> <li>✚ A structure that efficiently and effectively delivers on LDS mission.</li> </ul>
4 Human resource development	To build and maintain a multi skilled team that answers to the LDS' approaches and mission related thematic priorities.	<ul style="list-style-type: none"> <li>☞ Develop and/or update all relevant policies and procedures manuals.</li> <li>☞ Inculcating organisational values in staff and Board members through induction.</li> <li>☞ Staff training and development.</li> <li>☞ Use of graduate interns.</li> <li>☞ Staff motivation and recognition.</li> <li>☞ Develop strategy for ELCZ parishioners involvement in LDS work.</li> </ul>	<ul style="list-style-type: none"> <li>✚ A highly motivated team that is efficient and effective in delivering on strategic plan.</li> </ul>
5 Funding	To raise the right quality and quantity of funds for LDS to deliver on its mission related objectives	<ul style="list-style-type: none"> <li>☞ Develop a resource mobilisation strategy towards increased own funding and reduced donor dependence ....strategy to address ideas of consortia, developing centres of excellence that generate income, donor relations, etc.</li> </ul>	<ul style="list-style-type: none"> <li>✚ Adequate funding for mission work.</li> <li>✚ Gradual reduction in donor dependency.</li> </ul>
6 Accountability publicity and visibility	To develop and maintain a robust accountability system.	<ul style="list-style-type: none"> <li>☞ Strengthen M&amp;E system.</li> <li>☞ Develop/update the communication &amp; publicity policy</li> <li>☞ Develop an advocacy strategy.</li> <li>☞ Annual institutional audits.</li> <li>☞ Donor funded projects audits.</li> </ul>	<ul style="list-style-type: none"> <li>✚ An LDS that is accountable to all its stakeholders [communities, ELCZ, funding partners and other stakeholders]</li> </ul>

## 7. RISKS AND MITIGATION STRATEGIES

This strategy is based on a number of assumptions, especially regarding the context and operating environment. LDS has a positive outlook of events and processes during the strategy period and acknowledges that with God all good things are possible. LDS nonetheless recognises that the context will be dynamic and that there will be hurdles to be cleared in order to achieve the strategy goal. To this end, a risk matrix has been developed and is presented in Table 7.1. This will be continuously reviewed and updated during annual reflections and strategy reviews proposed under the strategy review mechanisms.

**Table 7.1 Risk matrix**

Assumptions	Potential risks	Probability level	Potential effect on LDS strategy	Mitigation strategy
Political and social stability with focus on uniting, and transforming the nation during the strategic plan period.	☞ Political instability and socio-economic meltdown at beginning of plan period.	Medium to High	Potential shift of attention from development to relief by government, other players and communities.	Disaster and emergencies preparedness within LDS and also as a programme focus area with communities.
	☞ Labour flight from public and civil society sectors in search of greener pastures abroad.	Medium to High	Reduced capacity to deliver on mandates by LDS, other players and duty bearers.	LDS's facilitatory development approach. Exploring involvement of ELCZ Parishes in LDS work.
An enabling operating environment for CSOs throughout the plan period.	☞ Toxic government and CSO relations in the event of failure to unite the nation following 2018 harmonised elections.	Medium	Challenges implementing programmes that involve mobilising and grouping people.	Synergies with ELCZ in operational areas. Synergies with ecumenical bodies on advocacy and policy influencing work. Not be involved in partisan politics. Rootedness and strengthened community level structures driving project processes.
Gradual economic recovery during the plan period.	☞ Global economic stagnation. ☞ Zimbabwe economic stagnation or meltdown.	Medium	Reduced operational efficiency.	Community based approach with emphasis on use of locally available resources as much as possible.
Minimal occurrence of natural and manmade disasters.	☞ Droughts and floods ☞ Local conflicts affecting LDS supported communities & groups.	Medium	Undermining of livelihoods initiatives started in operational areas. Attack on rights, e.g. right to shelter, education, women's rights, etc, and dignity of the vulnerable.	Facilitating training of LDS supported groups on environment & climate change adaptation and effects mitigation. Supporting disaster and emergencies preparedness mechanisms at district and community levels in LDS operational areas. Facilitating conflict prevention, resolution and management.
LDS raises adequate funding to deliver on strategic plan.	☞ LDS fails to raise the right quality and quantity of funding for its work.	High	Programme and institutional scale down leading to reduced effectiveness and impact.	Development and implementation of a robust resource mobilisation strategy.
Harmonised ELCZ diaconal initiatives.	☞ Continued scatter of diaconal efforts expressing themselves in silos.	High	Reduced effectiveness efficiencies in the ELCZ capacity strengthening programme thematic pillar.	Engagement with the ELCZ including its other diaconal initiatives. Education on place and role of LDS in the life and mission of the Church.

## 8. STRATEGY REVIEW MECHANISM

This strategy paper will guide LDS work over the next five years, 2019 – 2023. This document will be available to LDS stakeholders including the mother Church, ELCZ, and its institutions, funding partners and other stakeholders. Operational two year and annual plans as well as performance reports will all be premised on this document. Accordingly, the LDS Board will review and approve two year and annual plans in alignment with this strategy as one of the criteria. Performance reports will carry sections analysing progress against the strategy goal, objectives and expected outcomes and be guided by the proposed indicators. There will, therefore, be an imperative to report not only on outputs but more on outcomes of LDS action.

This strategy is based on the assumption of a relatively stable context and operating environment. LDS has nonetheless planned to be able to swiftly respond to disasters and emergencies that may arise requiring its involvement. This is in recognition of the fact that it is not possible to be certain how the operating environment will pan out in the strategy period. LDS will conduct reflections at the end of every year involving staff, Board members and representatives of key stakeholders to take stock of progress against the strategy and review changes in the environment that may have bearing on the strategy. Any adjustments, as a result of such reviews, will be presented to the Board for consideration and approval and the strategy will be amended accordingly.

A mid-term strategy review will be conducted in 2021. The purpose of this review will be to take stock of changes in context and operating environment and the performance of the strategy and draw lessons to inform the remaining period. Some re-alignment of the strategy may be necessary subject to mid-term review findings and recommendations.

An end of strategy review will be conducted in 2023. This review will assess the relevance and appropriateness, effectiveness, efficiency and impact of the strategy, sustainability of processes started and lessons learnt. The finding and recommendations of this review will inform the design of the next strategy.

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**Figure 8: Boschveld - A new chicken variety introduced to improve the quality of eggs and birds in the communities**

### Cover Picture

Velvet Beans - a new crop variety introduced in the Mberengwa communities for animal fodder. This work is part of the Enhancing Community Resilience Through and Inclusive Market Systems project