



Breaking Barriers Initiative (BBI)

Putting Zimbabwe First





BREAKING BARRIERS INITIATIVE (BBI)

Putting Zimbabwe First

PROJECT DOCUMENT

The concept

This is a parliamentary project, Breaking Barriers Initiative (BBI) by and under the auspices of the Parliament of Zimbabwe to identify and break chronic toxic barriers to efficient and effective service delivery, infrastructural development and socio-economic progress in Zimbabwe primarily caused by the scourge of perennially disputed elections and the resultant scourge of a toxic governance and policy environment in-between the disputed elections. The goal of the Initiative is to strengthen governance processes and policymaking environment to enable Zimbabwe to realize its full potential and achieve its developmental goals by industrializing and modernizing to sustain the lives and uplift the livelihoods of its people, leaving no one and no place behind.

Overall, the Initiative seeks to engender a constructive national disposition and a positive national spirit among Zimbabweans in order to foster shared values enshrined in section 3 of the Constitution of Zimbabwe, and to promote a broad-based national consensus, cohesion and a sense of common purpose through solution-making as opposed to problem-making.

Specifically, the Initiative seeks to enable Zimbabwe to attain an upper middle income status by 2030 and, through that process, to reset its national ethos and development path by detoxifying the country's hitherto toxic:

- (i) elections and their perennially disputed outcomes.
- (ii) winner-takes-all politics within and across political parties.
- (iii) governance processes.
- (iv) local and national policymaking environments.
- (v) public service delivery systems at local and national levels.

A triple pronged strategy

To achieve its overall and specific goals outlined above, the BBI project is premised on a triple strategy whose components are:

- (i) Drafting and adoption of key and far reaching constitutional and legal reforms led by the Parliament of Zimbabwe.**
- (ii) A solution-finding and solution-making type of public engagement through an in person outreach programme in the country's 10 provinces under the auspices of the Parliament of Zimbabwe.**
- (iii) Robust and dynamic multimedia outreach communication across the print, electronic, digital and social media platforms to support (i) and (ii) above.**

Barriers to Zimbabwe's national interest, security and prosperity

As a solution, the three-pronged strategy outlined above seeks to achieve the overall and specific goals of the Initiative by breaking five particularly chronic barriers to Zimbabwe's national interest, security and prosperity.

The five barriers are:

- (i) Successive toxic elections with invariably disputed outcomes.
- (ii) Toxic policymaking environments in local government, public service and public enterprises that lock the country into a perpetual election mode in between elections due to disputed toxic election outcomes.
- (iii) Rampant corruption in the delivery of local and public services enabled by the toxic policymaking environment.
- (iv) Manipulation of toxic elections with disputed outcomes, and the toxic policymaking environment; and their abuse by some meddlesome Western countries as pretexts to justify their nefarious regime change agendas to impose unilateral, illegal and coercive sanctions on Zimbabwe; which have arrested and derailed the country's socioeconomic development.
- (v) Toxic combination of (i), (ii), (iii) and (iv) above, leading to deep-seated and chronic polarisation of national opinion; resulting in crippling social and political divisions that are inimical to the country's development objectives and socio-economic progress.

These five barriers are the drivers of toxic elections and their disputed outcomes; the pervasive winner-takes-all politics within and across political parties; the dysfunctional governance processes; the toxic local and national policymaking environments; and the poor public service delivery systems at local and national levels.

The particularly insidious barrier that needs special and urgent attention is the toxic scourge of disputed election outcomes.

Key deliverables of the initiative

The following are the key specific deliverables that will be produced by the Initiative:

- (i) Strategic BBI concept paper (delivered to the Parliament of Zimbabwe on 23 October 2024)*
- (ii) BBI project document and BBI precursor document*
- (iii) BBI multimedia outreach communication strategy, operational plan, materials, equipment and staff*
- (iv) BBI AI App for data analysis/interpretation of content from outreach and public hearings for use in drafting and producing the BBI Parliamentary Select Committee*
- (v) BBI orientation, consideration and adoption of the scope of work and timelines for the Parliamentary BBI Select Committee*
- (vi) BBI programme and content for oral and written submissions to the BBI Parliamentary Select Committee by civic society, religious groups, labour, corporate groups, vendor associations, community-based groups, traditional leadership, student groups, etc*
- (vii) BBI programme and content for the preview workshop for the support team*
- (viii) BBI programme for preliminary pre-drafting of the zero draft of the BBI Constitution Amendment Bill workshop, and zero drafts of consequential amendments to statutes*
- (ix) Committee Report*
- (x) Draft Notice of the BBI Motion: [This is key. It's the document whose narrative must frame the task not as a 2030 agenda but as a response to the scourge of disputed elections and its attendant toxic policy making and implementation environment that subverts service delivery, economic growth and development initiatives.]*
- (xi) Draft BBI Speech for Mover of the Motion*
- (xii) Draft BBI Speech for Seconder of the Motion*
- (xiii) Outreach and public hearings data capturing and analysis instrument.*
- (xiv) BBI content for review at the final pre-drafting of the BBI Constitution Amendment Bill work shop and consequential amendments to statutes*
- (xv) Compile BBI Outreach Report*
- (xvi) Compile BBI Public Hearings Report*
- (xvii) Draft BBI Parliamentary Select Committee Report*
- (xviii) Draft BB Electoral Act Amendment Bill*
- (xix) Draft BBI Registration of Political Parties Bill*
- (xx) Draft BBI Electoral Supervision Commission Bill*
- (xxi) Draft BBI Delimitation Commission Bill*
- (xxii) Draft BBI Registration of Voters Bill*
- (xxiii) Draft Gukurahundi Reconciliation and Memorial Bill*

Contextual background to the five barriers

To understand why the five barriers outlined above should be of concern, the following conceptual background is relevant and instructive for the purpose of appreciating the thinking behind the proposed interventions in relation to the barriers in question.

Stripped of its various fancy labels, politics is an expression of what people quarrel about in a given community or country. There are two types of such quarrels.

On the one hand, there are common or everyday quarrels about everyday policy choices on issues like who gets what, how, and when; how best to fight ignorance through social services like education; or how best to fight disease through health services; or which infrastructure should be prioritised for funding; or how best to create jobs, or how best to fight hunger, and poverty; or to combat corruption, and so on.

These type of everyday type questions define policy quarrels about which people or citizens in a community or country can have reasonable or different answers; depending on their politics, ideologies, beliefs, opinions or preferences; which should be resolvable through the democratic process in general, and, in particular, through regular multiparty elections.

On the other hand, and in sharp contrast to the above, there are some episodic quarrels about enduring non policy questions like what is the fundamental law of the land and how is it changed or amended; what is the framework or what are the rules for choosing or electing local authority or national leaders; what power do elected officials have; what are their terms of office; how are they held accountable and how do they remain in power or exit from power; what is the framework, rules and modalities for determining who gets what, how and when; or what are the fundamental or inalienable rights and obligations of citizens; or what are the country's official languages and so on.

These type of questions are not about everyday issues; rather they are foundational or posterity questions that are necessarily long-term, intergenerational and existential or, in a phrase, everlasting constitutional questions. Quarrels over such questions happen episodically, not daily. All hell breaks loose where and when such quarrels are daily.

The indisputable fact about Zimbabwe is that it is trapped by the second type of questions arising from the barrier of a vicious cycle of disputed toxic elections. This essentially means that the country's everyday quarrels among and between citizens are foundational or existential; such that they cannot be solved by processes like elections, which typically and by definition widen and deepen divisions, leaving the country unable to function normally in between elections. Foundational questions are not policy issues; they are existential and constitutional in nature, and therefore problematic if they become everyday issues over which people quarrel about.

Role of the Parliament of Zimbabwe

Given that in public policy or public affairs, the process of any definition of a problem or solution is everything; it is important and is in fact necessary that the identification of the barrier of the scourge of disputed elections and its sub-barriers; as well as the solution to breaking the five barriers outlined in the foregoing should be situated or done in and by Parliament, so as to give both the impression and the reality that it is the people, through their Parliament, who have identified and defined the problem, and who have proposed its comprehensive, detailed and lasting solution.

In other words, the problem definition and its proposed solution should not come from an individual or a political party or from any group for that matter; but it should come from the people's National Assembly and the Senate, the Parliament of Zimbabwe.

It is paramount to plausibly show that it is the people who have identified and defined the problem, and who have accordingly proposed its requisite solution. As such, all that the Leader of the Opposition in Parliament, Honourable Senator Sengezo Tshabangu, would need to do is to pose the question in order to expose the full extent and the full implications of the problem — in the form of a Special BB Motion at a Special Joint Sitting of the National Assembly and the Senate — as a way of facilitating the requisite solution of the problem through Parliament, the constitutional forum of and for the people. Specifically, the BB Motion will propose the setting up of a Select Committee of both Houses of Parliament.

The Leader of the Opposition in Parliament — Honourable Senator Sengezo Tshabangu who asked for the research and writing of the concept paper on which the project is based and who has closely followed and guided its conceptualisation and development — will lead the definition and presentation of the problem in the form of a Special BB Motion in Parliament, on why the country’s policymaking process finds itself arrested and derailed as it is; in the main by the scourge of the toxic barrier of disputed elections, and its other associated equally toxic barriers.

The question that the Leader of the Opposition in Parliament will pose and expose is this:

Putting Zimbabwe first, why has it thus far been difficult and seemingly near impossible for Zimbabweans to come together or to work together with a common purpose after a general election?

Parenthetically, this question and its answer, are not about any individual, group or political party; but about Zimbabwe and Zimbabweans and thus should be addressed accordingly. In the context of this project, thus far Zimbabweans have found it difficult and seemingly near impossible to come together or to work together with a common purpose because of the five barriers outlined above in this document.

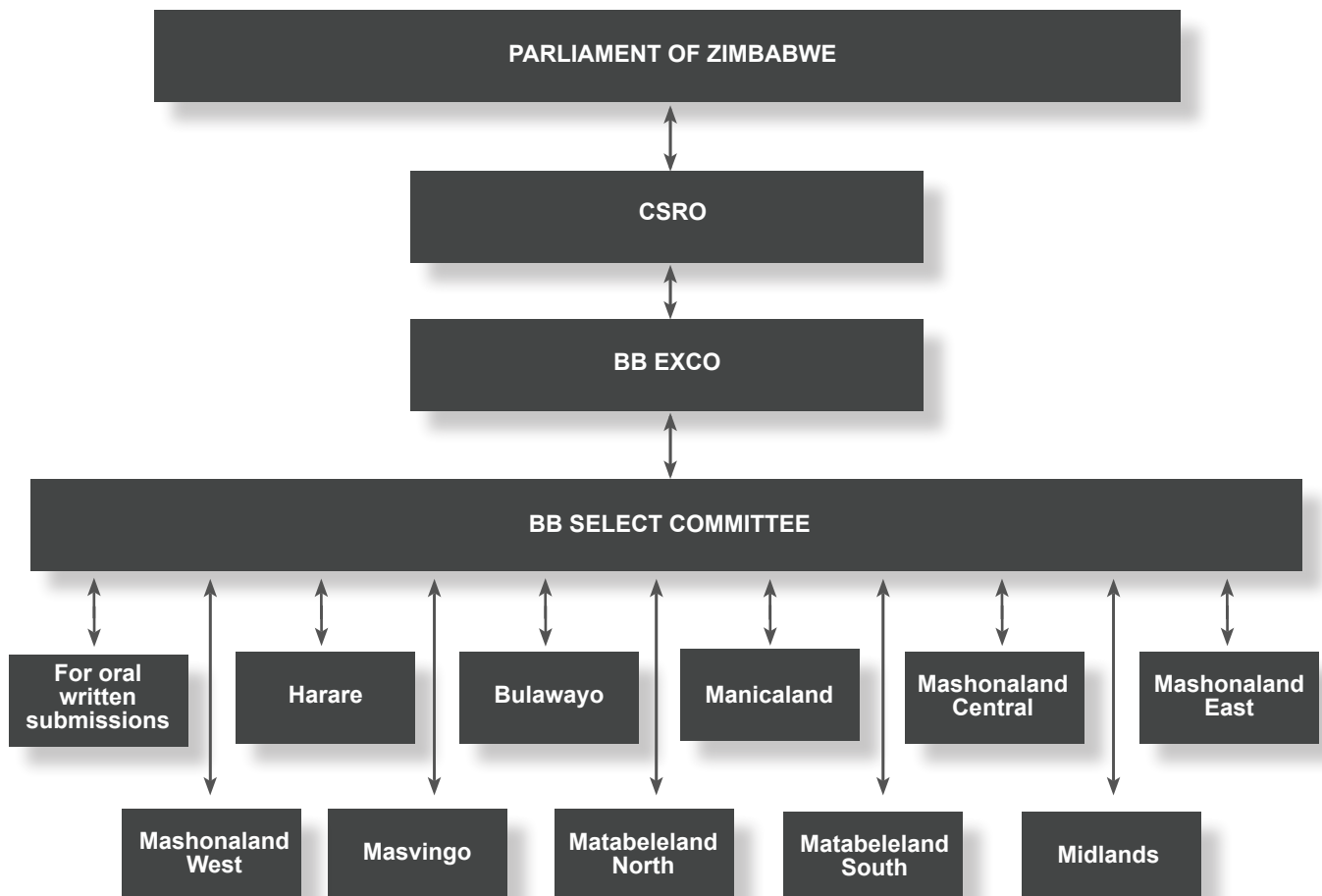
With Senator Tshabangu as the mover of the BB Motion, it would be most useful for the Chief Whip of the majority governing party — Honourable Pupurai Togarepi — to second the Motion. The idea of having the Leader of the Opposition, Honourable Senator Tshabangu, to pose the question by moving the Special BB Motion in Parliament is to disabuse naysayers and merchants of confusion of the simplistic and misleading notion that the Initiative is nefarious or is a partisan, Zanu PF agenda.

BBI Parliamentary Select Committee

The parliamentary process is designed to promote a broad-based national consensus to foster national ownership of the solution-finding and solution-making approach proposed in this document.

The organogram below depicts the structure of the Initiative in Parliament and how its work will be organised:

Parliamentary Organogram for the Initiative



The management of the work of the BB Parliamentary Select Committee will be overseen by the BB EXCO; co-chaired by the Speaker and the Attorney General and comprising the two Select Committee Co-Chairs, the Consultant and Project Leader, Project Security Advisor, Project Legal Advisor and Project Team Leader.

In the 280-member National Assembly, 46 MPs are government ministers, meaning 234 are not; whereas in the 80-member Senate, six MPs are government ministers, meaning 74 are not. Only those members of Parliament who are not part of the Executive, as government ministers, will participate in the BBI parliamentary process.

The BB Parliamentary Select Committee will have 35 MPs as members, who will include its co-chairs; Honourable Senator Sengezo Tshabangu and Honourable Togarepi Pupurai.

Based on the formula that is applied by the Parliament of Zimbabwe to determine the ratios in the distribution of membership in the composition of committees of Parliament; first between the National Assembly and the Senate, and second between the two political parties represented in Parliament; out of the thirty-five (35) members of the BB Parliamentary Select Committee, twenty-seven (27) will be from the National Assembly — eighteen (18) from Zanu PF and nine (9) from CCC — while eight (8) will be from the Senate; four (4) from ZanuPF and the other four (4) from CCC.

All of the 234 MPs in the National Assembly and the 74 Senators who are not members of the BB Parliamentary Select Committee will participate in the outreach and public hearings undertaken by the committee.

The BB Select Committee will have 11 outreach teams comprising three members each. Ten (10) of these teams will be mobile, and will oversee and supervise provincial BB provincial outreach teams, each assigned to a designated province; and one outreach team will be static [based in Harare] and will oversee the oral and written submissions to the BB Parliamentary Select Committee.

Public participation and attendance at the BB Select Parliamentary Committee's mobile outreach interfaces in the country's 10 provinces, and the one static oral and written submissions outreach interface in Harare, will require anyone interested in attending the outreach sessions to enrol in advance via an online app through which the would be attendees will be given participation tickets. Participants will stand a chance to win a range of provincial prizes such as laptops, state of the art smartphones, etc; and 11 lucky participants will stand a chance to win a ford ranger twin cab.

Data template for 11 outreach interfaces

A qualitative and quantitative research instrument and an AI data interpretation app will be designed to unpack and analyse outreach data to elicit solutions from the public on ways of breaking the five barriers to Zimbabwe's national interest, security and prosperity to achieve the overall and specific goals of the project outlined under sections (1) and (4) of this document.

The outreach data will be gathered through a questionnaire with the following talking points or questions, under three parts:

Part 1 will have talking points and questions on what Zimbabweans should do to:

- (i) engender a constructive national disposition.
- (ii) promote a positive national spirit of togetherness and common belonging.
- (iii) foster shared values enshrined in the Constitution of Zimbabwe.
- (iv) nurture a broad-based national consensus, cohesion and a sense of common purpose despite political differences..
- (v) advance solution-finding and solution-making as opposed to problem-making.

Part 2 will have talking points and questions on whether:

- (i) respondents support and agree with the national vision for Zimbabwe to attain an upper middle income status by 2030.
- (ii) they understand the vision.
- (iii) they know who will benefit from the vision.
- (iv) they know any country in Sadc that has an upper middle income status.
- (v) they have suggestions on how best to achieve the vision.

Part 3 will have the following talking points and questions:

- (i) Given that every result of the presidential election in Zimbabwe since 1990 has been disputed, some in court and others in the public domain, and yet others in circumstances of violence; what would you say needs to be done to address this challenge once and for all?
- (ii) Do you agree with the idea that the winner should take all in elections or in politics in general? If you agree, why do you agree; and if you don't agree with the idea; why don't you agree?

- (iii) Are there any examples of winner-takes-all in Zimbabwe that you are aware of, what do you think are their advantages and disadvantages?
- (iv) One way to deal with the negative impact of winner-takes-all elections in Zimbabwe has been the introduction of a hybrid electoral system that combines a first pass the post voting method or single-member constituency plurality system with a proportional (PR) system. What do you think about this system, has it or has it not worked well for Zimbabwe?
- (v) What do you think are the advantages and disadvantages for the country that come from its hybrid arrangement that combines a first pass the post voting method or single-member constituency plurality system with a proportional (PR) system?
- (vi) Do you think the winner-takes-all system applies only to elections, or would you say it also applies to politics in general or in any other particular within and across political parties?
- (vii) If you think or believe that the winner-takes-all system applies not only to elections but also to politics in general or in other cases, particularly within and across political parties, what would you say needs to be done, if anything, to deal with that challenge?
- (viii) What, if anything, do you find dysfunctional or unhelpful about governance processes in the country?
- (ix) What, if anything, do you find unhelpful about the local and national policymaking environments in the country?
- (x) What to you is the public service?
- (xi) What are the problems of service delivery, if any, where you live and who do you think is responsible for those problems and why?
- (xii) What do you think about corruption, and if it were up to you, what would you do to solve the problem of corruption?
- (xiii) What problems, if any, do you think economic sanctions imposed by Western countries have caused in Zimbabwe; and what do you think needs to be done to deal with economic sanctions once and for all?
- (xiv) In your view, if you were to go back to 1980 and restart everything afresh in Zimbabwe, what three things would you do differently, and why?

Multimedia and communication strategy

The project will design and roll out a robust and dynamic multimedia outreach communication for socially diverse audiences and demographic groups across the print, electronic, digital and social media platforms using video, audio and print ads whose substantive content will communicate and interactively engage the public to promote and foster the following:

- (i) Underlying all messaging with a patriotic disposition whose express and subliminal content is that;

“

there comes a time in the life of one's nation when a well-meaning citizen with no axe to grind should ask not what her or his country will do for her or him, but what she or he will do for her or his country; and that the time for this national disposition has come for Zimbabweans for themselves and posterity.

”

- (ii) working to enable Zimbabwe to attain an upper middle income status by 2030.
- (iii) a progressive national disposition and positive national spirit among Zimbabweans.
- (iv) shared values enshrined in section 3 of the Constitution of Zimbabwe.
- (v) a broad-based national consensus, cohesion and a sense of common belonging and common purpose despite social, political, religious, cultural, traditional, linguistic, gender, ethnic or racial differences.
- (vi) solution-finding and solution-making as opposed to problem-making.

The interactive multimedia public engagement will also support and publicise the 11 outreach interfaces of the BB Parliamentary Select Committee; including by countering, drowning, crowding out and disrupting negative narratives.

Implementation matrix and timelines

Below are the phased and sequenced BBI project activities, followed by the five implementation phases of the project with their sequenced activities, but without their timelines and budgets. Although the activities are sequenced, that does not mean that the sequencing is linear and that therefore, their implementation should mechanically follow one another. Given the time lost, a number of the phased and sequenced activities will have to be done concurrently.

To get started, preparatory work should commence as soon as possible before and in anticipation of Parliament's return from its current recess. On the back of the preparatory activities, a three-day **BBI Preview Workshop** should be held on **XX** in **XX** to go through the BBI project concept and strategy; preview the Draft Notice of Motion, Draft Motion Statements for the mover and seconder; and preview the BBI deliverables or outputs and their process and timeframe to be followed to deliver the outputs. The BBI Preview Workshop should be attended by **GA, Main Actor, ZZM, SD, TS, MJ, NS, MG, MC, TM, SZ, MS, CM, MT, SM, ZS**, and **MD**. Provision will be made to accommodate accompanying support and security staff.

The precursor event, whose planning and preparation should start immediately, should take place on **XX**.

Following the precursor event, the BBI Notice of Motion should be submitted to the CSRO in Parliament on **XX**, and published on **XX** for presentation to a joint sitting of the National Assembly and the Senate on **XX**.

Without specifying the actual implementation dates for the sequenced activities save for the start and end dates, the 33 weeks should, by and large, be broken down across the project's five phases as follows:

Phase 1 — Six (6) Weeks

Phase 2 — Twelve (12) Weeks

Phase 3 — Two (2) Weeks

Phase 4 — Six (6) Weeks

**PHASE
1****Public Consultations/Hearings
and Drafting of Bills****6 weeks**

- BBI Precursor Event - Interfaith intercessory prayer for Zimbabwe National Consensus Building 21 June 2025
- Research and Drafting of BBI Notice of Motion
- Research and Drafting of BBI Motion Speech (mover)
- Research and Drafting of BBI Motion Speech (seconder)
- BBI Preview Workshop
- Conducting a review of the baseline research survey
- Production and editing of survey outcomes
- Set up social media war room
- Development of a ticketing app for attending outreach meetings
- Procurement of Provincial Participation Prizes [10 provinces and 1 written and oral submission]
- Set BBI fact check system (263chat)
- Refinement of project strategy (including execution plan)
- Development of communication strategy (including execution plan)
- Development of an operational plan
- Project Operational and Ancillary Equipment Procurement
- Notice of Breaking Barriers Initiative (BBI) Motion for Joint Sitting
- Presentation of BBI Motion
- Debate of BBI Motion
- Adoption of BBI Motion
- Setting up and announcement of BBI Select Committee
- Sittings of BBI Select Committee for orientation, consideration and adoption of the scope of work and timelines
- Oral and written submissions to BBI Select Committee by civic society, religious groups, corporate groups, community-based groups, and traditional leadership
- Preliminary pre-drafting of the zero draft of the BBI Constitution Amendment Bill Workshop
- First Outreach Public Interfaces [10 per each of the 10 provinces] by whole Parliament led by BBI Select Committee
- Compilation of 10 provincial reports, one oral and written submissions report and one national report by BBI Select Committee [12 reports]
- Presentation of BBI Select Committee Report to the Joint Sitting
- Debate of BBI Select Committee Report

- Adoption of BBI Select Committee Report
- Final pre-drafting of the BBI Constitution Amendment Bill workshop
- Submission of the pre-draft of the BBI Constitution Amendment Bill to the Attorney General
- Presentation of the BBI Constitution Amendment Bill to the Cabinet Committee on Legislation
- Presentation of the BBI Constitution Amendment Bill to Cabinet
- Development of AI-based data processing tools
- Multimedia production and media campaign

PHASE 2

Gazetting of the Constitution Amendment (No.3) Bill (90days), Gazetting and Processing of Consequential Bills and Further Public Consultations/Hearings

12 weeks

- Publication in the Government Gazette of the BBI Constitution Amendment Bill
- Publication in the Government Gazette of the BBI Electoral Act Amendment Bill, Registration of Political Parties Bill, the Electoral Supervision Commission Bill, Delimitation Commission Bill and Registration of Voters Bill
- Compilation of 10 provincial reports on BBI Electoral Act Amendment Bill, Registration of Political Parties Bill, Electoral Supervision Commission Bill, Delimitation Commission Bill, and Registration of Voters Bill, one oral and written submissions report and one national report [12 reports]
- Second Reading Debate in both houses on BB Electoral Act Amendment Bill, Registration of Political Parties Bill, Electoral Supervision Commission Bill, Delimitation Commission Bill, and Registration of Voters Bill
- Third Reading Debate in both houses on BBI Electoral Act Amendment Bill, Registration of Political Parties Bill, Electoral Supervision Commission Bill, Delimitation Commission Bill, and Registration of Voters Bill
- Justice Committee Review and Compilation of the report
- Justice Committee Presentation of the Report
- Intense media blitz

**PHASE
3****Processing of the Constitution
Amendment (No.3) Bill in the
National Assembly and the Senate****2 weeks**

- Presentation [first reading] of the BBI Constitution Amendment Bill to the National Assembly
- Referral of Bill to Parliamentary Legal Committee
- Public Hearings [10 per each of the 10 provinces] on Constitution Bill by whole Parliament led by BBI Select Committee
- BBI Select Committee Compilation of Report on Public Hearings
- BBI Select Committee Presentation of Report
- Justice Committee review and compilation of the report
- Second Reading Debate in the National Assembly
- Third Reading Debate in the National Assembly
- First reading of the BBI Constitution Amendment Bill in the Senate
- Second Reading Debate of the BBI Constitution Amendment Bill in the Senate
- BBI Select Committee Presentation of Report
- Third Reading Debate of the BBI Constitution Amendment Bill in the Senate
- Presentation of the BBI Constitution Amendment Bill to the President
- Multimedia production
- Media blitz

**PHASE
4****Implementation of Enactments****6 weeks**

Start of Second and Final Term



NB: 2. Because the Initiative is centred and focussed on coming up with a package of constitutional, political, legal and electoral reforms to address the scourge of disputed elections and toxic policy environment in between the disputed elections; the first component or phase of the Initiative must necessarily include public hearings, and a mechanism for enabling those hearings in the form of a Select Committee of Parliament. This is absolutely necessary.

It would be unworkable to simply come up with a comprehensive package of constitutional, political, legal and electoral reforms in the form of an Omnibus Amendment to the Constitution tabled by the Government. The Omnibus Amendment to the Constitution must come, or must be understood to have come, from the people in response to the scourge of disputed elections and toxic policy environment in between those elections.

This necessitates public hearings before and after the Omnibus Constitution Bill.

NB: 3. For the detailed BBI project description refer to the concept paper submitted on 23 October 2024 and the project document submitted on 18 December 2024.

Project support team

The project implementation team comprises the following.

Project Leader and Manager (the Consultant)

Project role: Responsible for coming up with the concept paper, project document and the deliverables thereof; will oversee the drafting of the technical deliverables of the project; and the organisation and conduct of the 11 outreach interfaces of the BB Parliamentary Select Committee and editing the reports of the Committee.

Team Manager & Strategy/Data

A leading expert in advisory services and is the Managing Partner at Shikamo Political Advisory Services; who has previously worked with the Project Leader on advisory initiatives similar to the instant project.

Project Role: To manage the project implementation team.

Legal Advisor & Coordinator of Legal Deliverables

A leading legal practitioner in Zimbabwe who has previously worked with the Project Leader and was a sounding board in the development of the concept.

Project Role: serve as the project's point person with the BB Parliamentary Select Committee and Parliament, and provide legal advice to the project.

Security Advisor

Given the background and nature of the project, the Security Advisor will be drawn from the Parliament of Zimbabwe and will advise on security issues related to the work of the project team to ensure that there's requisite vigilance at all times; and that there are no careless mistakes.

Legal Drafter

A senior and experienced legal drafter formerly with the department of legal drafting in the Attorney General's office in Zimbabwe.

Project Role: To coordinate, supervise and lead the drafting of the amendments to the Constitution of Zimbabwe and the consequential amendments to the relevant statutes.

Communication Strategy & Data Processing Expert

Project Role: to formulate data analytic and content and design its creative messaging and dissemination.

Data Management Expert

Project Role: To oversee the collection, organisation and analysis of the data from the 11 outreach interfaces of the BB Parliamentary Select Committee to ensure data reliability, accuracy; and prepare the data for the report of the Select Committee.

Social Media/Digital Strategy Development

Project Role: To develop and implement strategies for creating, managing and distributing compelling content for diverse audiences and demographic groups based on the talking points/questions in the template of the 11 outreach interfaces for the BB Parliamentary Select Committee to populate Zimbabwean online platforms and non Zimbabwean platforms that report on or engage in Zimbabwean issues across social media and digital channels.

Multimedia Content Production

Project Role: To spearhead the creation of engaging video, audio and print content — including graphics and multimedia materials — to promote and support the 11 outreach interfaces of the BB Parliamentary Select Committee on the back of the project's goals to: (a) engender a constructive national disposition and positive national spirit among Zimbabweans; (b) foster shared values enshrined in section 3 of the Constitution of Zimbabwe; (c) promote a broad-based national consensus, cohesion and a sense of common belonging and common purpose through solution-making as opposed to problem-making; and (d) promote Zimbabwe's quest to attain an upper middle income status by 2030, and to reset its national ethos and prosperity path to posterity.

Photography and Videographer

Project Role: to oversee the capturing of high-quality visual content to document and publicise the 11 outreach interfaces of the BB Parliamentary Select Committee to convey visually striking and compelling imagery and videos that engage the public and trigger a positive national mood about the work of the Committee and its deliverables.

Graphic Designer

Project Role: To create visually striking designs — such but not only posters, flyers and pamphlets — that convey the work of the BB Parliamentary Select Committee, its deliverables and its overall and specific goals; and populate them across electronic, print, digital and social media platforms.

Social Media Manager

Project Role: to manage social media channels, creating and scheduling posts, and engaging with the audience. Analyzes performance metrics and adjusts strategies as needed.

Media Buyer

Project role: to handle the purchasing of advertising space across various platforms (digital, print, TV, etc.) and provinces. Negotiates rates and manages the advertising budget.

AI Specialist

To develop or identify and retool an appropriate AI app for the organisation and analysis of bulk data gathered from the 11 outreach interfaces of the BB Parliamentary Select Committee for use in the preparation of the Committee's provincial and final reports to input the drafting of the project's deliverables.

Budget/Finance/Operations

A leading senior certified accountant to develop and manage the budget, track the expenditures, coordinate the logistics and events such as the 11 outreach interfaces of the BB Parliamentary Select Committee and the drafting and production of the project's deliverables; oversee the financial planning, management and operational logistics, and ensure efficient use of the project's resources.

Administrative Assistant

Working with and under the supervision of the budget/finance/Operations Expert; the project role of the Administrative Assistant is to provide crucial administrative assistance to ensure the smooth running of the day-to-day work of the project; including handling schedules, coordinating meetings, handling correspondence and providing general support to the project team.

NB: Some occasional technical skills or tasks will be outsourced on a need basis for strategic tasks as provided in the budget.

Implementation vehicle

The Breaking Barriers Initiative will be facilitated by Shikamo, as its implementation vehicle, working closely with the Parliament of Zimbabwe under the direction of the project's Exco. The organisation is registered as Shikamo Political Advisory and Campaign Services in South Africa its registration number is 7703106693189.

Annex 1: Shikamo Registration Certificate

Certificate issued by the Commissioner of Companies & Intellectual Property Commission on Monday, May 6, 2019 at 10:13

Notice of Incorporation

COR 14.1

Registration Number: K2018261286
Enterprise Name: SHIKAMO POLITICAL ADVISORY AND CAMPAIGN SERVICES



Tracking Number: 9114938111



Customer Code: ANSWE3

INCORPORATOR DETAILS

Full Name: **MPANI GLEN SUNGANO**
Identity / Registration No: **7703106693189**
Postal Address: **94 CORAL WOOD VILLAGE, BLUE HILLS, JOHANNESBURG, GAUTENG, 2210**

1. The incorporators have incorporated a juristic person to be registered as a:

Private Company

2. The incorporation of the company is to take effect on:

28 April 2018

3. The company's first financial year will end on:

February

4. The company's registered office address is:

Postal Address
**94 CORAL WOOD VILLAGE, BLUE
HILLS, JOHANNESBURG,
GAUTENG, 2210**

Physical Address
**94 CORAL WOOD VILLAGE, BLUE
HILLS, JOHANNESBURG, GAUTENG,
2210**

5. Number of initial director(s) of the company as listed in Annexure A

1

6. The company name is:

SHIKAMO POLITICAL ADVISORY AND CAMPAIGN SERVICES

7. The company's Memorandum of Incorporation, attached in form CoR 14.1
has no provisions of the type contemplated in section 15(2)(b) or (c).

I declare that the information in this application is true. If I am not the Applicant, I declare
that the Applicant has authorised me to make this application.

Signature

Date



Breaking Barriers Initiative (BBI)

Putting Zimbabwe First

