



ZIMBABWE NATIONAL RECONCILIATION CAMPAIGN

Zimbabwe Shared Vision and Transitional Blueprint

Background and Prevailing Situation

Our nation, Zimbabwe, is today plagued with many challenges: poor productivity and economic decline; selective application of the rule of law and poor public service; moral decay and the resulting endemic corruption; contested election results, recurring political violence; and the challenges associated with operating a multi-currency system.

We have since strayed from our Bantu cultural heritage of Ubuntu and oneness. We have strayed from the culture of 'I am because we are' and the culture of collaboration and nationhood. We have become so fragmented and individualistic, generally living by the principle of each man for himself and God for us all. This cultural reality is arguably the main source of the nation's greed and endemic corruption.

The net effect of these challenges, coupled with a poor independence transition and a one-centre-of-power political system adopted in 1987, is that Zimbabwe has become a pariah state and a failed nation in dire need of radical transformation and renewal.

The Remedy - How to Come out of this Brokenness

There are three conventional ways of seeking renewal and progress in any situation and community. Democratic societies use elections, while others use diplomacy and reconciliation, or violence and civil wars in the worst cases.

Given the backdrop of broken and politicised public institutions, elections in Zimbabwe have not achieved the key objective of delivering uncontested, free and fair elections. They are broadly a façade and mainly serve the one purpose of maintaining the status quo.

We took Zimbabwe through a process that also included violence and civil war. Look where we are today. Another round of civil war can easily be hijacked by both domestic and foreign forces and condemn Zimbabwe into another bloodbath and deeper anarchy. Civil war or Violence is NOT an option

The best way to confront our deep cultural brokenness is through dialogue and national reconciliation. The citizens must all join this campaign and converge in a nonpartisan Inclusive Dialogue for National reconciliation and renewal through a negotiated settlement.

Guiding Principles and Enabling Concessions

This national reconciliation campaign is predicated on and guided by the principles and concessions below;

1. Shared National Responsibility for Past Wrongs

While acknowledging that some individuals and institutions committed more crimes and wrongs than others, citizens collectively take responsibility for past omissions, crimes, and wrongs, as they also collectively take responsibility for developing sustainable solutions for the future.

2. Full Amnesty in Exchange for Full Emancipation and National Reset

Citizens make the sacrificial commitment to total amnesty and pardon for political violence and crimes against humanity, in exchange for full emancipation, freedom, restoration of justice, and a fresh start and total reset for the nation.

3. Inclusive Ownership of the National Vision and Renewal Process

The National Reconciliation and Renewal campaign process must be inclusive and owned by all – including the government, civil society, faith institutions, traditional leaders, business leaders, and citizens – with structured roles for inclusive participation, oversight, and implementation.

4. Prioritising National Reconciliation and Renewal

The citizens commit to reorder our priorities and place National Reconciliation at the centre of our collective agenda, until a new foundation is laid and a Just and united Zimbabwe is established.

5. Self-Reliance in Financing the Campaign

The citizens pledge to contribute resources – financial, human, and material – to support this national cause. However, partnerships with the diaspora, private sector, and sympathetic international allies are welcome, provided they respect local ownership and sovereignty.

National Reconciliation and Renewal

The deep-seated issues of cultural brokenness, coupled with the effects of poor independence transition and tyranny, such as fragmentation, individualism, political violence, and endemic corruption, necessitate a direct renewal process in the form of cultural transformation.

National reconciliation is the process of reviewing and understanding our cultural reality and brokenness as we work together to establish a new cultural identity, shared vision, and transitional blueprint toward unification, integration, restoration of Ubuntu/Nationhood, and national renewal.

This process simultaneously includes the convergence of citizens and the mending of broken relationships as we structure and organise ourselves toward unification and the establishment of firm foundational pillars for our renewed Zimbabwe.

This process begins with publicly acknowledging the prevailing brokenness, taking collective responsibility for having contributed to the current malaise or mess, as we proceed to prioritise the development and implementation of sustainable solutions and a shared vision through a negotiated settlement.

Zimbabwe is completely broken, and nothing short of a total reset or fresh start will work.

1.1. The Shared Vision and Aspirations of Zimbabweans

Our vision is that of a sovereign and prosperous nation characterized by Security and Justice, Ubuntu, and good governance as reflected in all its structures and operations at all levels and all public institutions; a nation united in diversity regardless of creed, gender, age, race, social status and ethnicity, with a competent and accountable leadership that is devoted first to public service and the common good before all personal interest; and above all, a nation that is God-fearing.

1.2. Zimbabwe National Constitution and or Structure

We hereby resolve to be a nation, a constitutional democracy; a community of people founded on a common history (a shared colonial and precolonial history); similar Ubuntu cultural norms and practices, and a shared land territory.

We do acknowledge that whilst we mostly have a similar Bantu Ubuntu cultural heritage, we also have a variety of ethnic differences which should be celebrated as diversity and supported by appropriate devolution. It is also strategic for the nation to formally adopt the Roman-Dutch legal system for business administration and criminal justice, and retain the traditional adjudication system for civil and other cultural administration.

The three key elements of nationhood are sovereignty, self-determination, and self-sufficiency. For us Zimbabweans to exercise effective control over our land and our lives, we must achieve self-determination by organising a mechanism for effective self-governance. We must create a political and governance system that provides for effective devolution and substantive democratic representation, and administration, before we can effectively interrelate with the region or international community. As the saying goes, 'Charity begins at home'

1.3. Our Ideals, Core Values, and Principles

We resolve that the ten Ideals OR Values (In no particular order) that would make Zimbabwe a great nation are as listed below;

- 1.3.1 Justice** – a society where justice in all its forms is administered fairly and consistently across all sectors and all citizens; to ensure, 1) fair distribution of resources and access to opportunities, 2) fair and consistent punishment to all citizens for wrongs and or crimes committed and 3) fair or equal exertion of effort towards the reparation and or restoration of broken relationships;
- 1.3.2 Statesmanship and Patriotism** – A society where people are raised to have a healthy balance between individual/family responsibility and the love of others, and nation-building. People who consider the interests of others or the common good in high regard, and have an acute awareness, devotion, and commitment first to the country's progress before personal progress;
- 1.3.3 Democratic Governance** – a society with a constitutional democratic system of government with four key elements: 1) a system for choosing and replacing the government through free and fair elections, 2) active peaceful participation of people, as citizens, in politics and civic life; 3) Uphold the doctrine of the separation of powers amongst the three branches of government; namely the executive, the legislature and the judiciary branch; and 4) a rule of law in which the laws and procedures apply equally to all citizens
- 1.3.4 Sovereignty** - A sovereign state – autonomous, and or independent from other states and self-governing; a nation and or a people with self-determination. Our sovereignty, however, needs to be balanced against recognition of our interdependence in the global family of nations and our commitment to honouring the international law and the treaties to which we have subscribed.
- 1.3.5 Spirituality and Morality** – We are mostly spiritual people who believe in the God of Heaven. We revere the holy scriptures, which provide us with a moral compass to give us a clear sense of morality, such as truthfulness, hunhu / Ubuntu, love, and respect for others, and guide us as to what is right or wrong
- 1.3.6 Sacred Human Life and Compassion** – A high value is placed on all human life, and no effort is spared to ensure that lives are healthy, spared, protected, and or extended; a society that looks after the weak and vulnerable or poor and needy without judging their status or why they are in the situation.
- 1.3.7 Unity – in – Diversity and Tolerance** – A society that expresses harmony, respect for others, unity, and tolerance amongst dissimilar individuals and groups. It is about unity without uniformity and diversity without fragmentation, with the understanding that these physical and cultural differences enrich human interactions and experiences. Children from an early age must be taught in all schools Ndebele, Shona and English to foster national integration and unity
- 1.3.8 Public Service and Accountability** — The call to serve one another is a core tenet of both Ubuntu and the Christian faith. It is the business of impartially supplying commodities and/or services to any or all members of our communities/nation, and a commitment to continuous improvement of these services towards better living standards. In so doing, all are carried out with total transparency and an equal commitment to public scrutiny.

1.3.9 Stewardship and Leadership – *A society where people have individual and corporate responsibility and commitment to manage and utilise our land, resources, and the environment sustainably with great care. Those entrusted with the leadership of state and or public resources must excel and do a great job for the benefit and enjoyment of the nation and future generations.*

1.3.10 Meritocracy – *A society where excellence is sought after; to achieve and or produce the very best. A society where talents, gifts, abilities, and creativity are honoured, nurtured, and celebrated, and the very best are prioritised for relevant scholarships and jobs without fear or favour.*

1.4.0 The Proposed political and governance system

1.4.1 *Whereas the current political and governance system is tilted more in favour of ex-combatants and their friends and families, we believe that we must have a revised political and governance system which is inclusive and one that incorporates the strengths and aspirations, as well as taking cognisance of the weaknesses of our Bantu cultural reality.*

1.4.2 *We are mindful and acknowledge that our post-independence configuration was mostly structured around a strong man (Emperor), for power, privilege, and subjugation of the masses to serve those at the top of the pyramid. This has cascaded down and has since been replicated across society, fuelling our brokenness and retrogression*

1.4.3 *We propose to build a nation configured and structured around participatory democracy, team leadership with mutual accountability for public service, nation-building, and wealth creation; all anchored on the ten ideals and our national identity*

1.4.4 *We propose to negotiate the replacement of the current boss, father, Chief, one centre of power leadership system from across our public institutions, and replace it with team leadership and servant leadership of a first amongst equals governance system using a just and meritocratic appointment or selection system.*

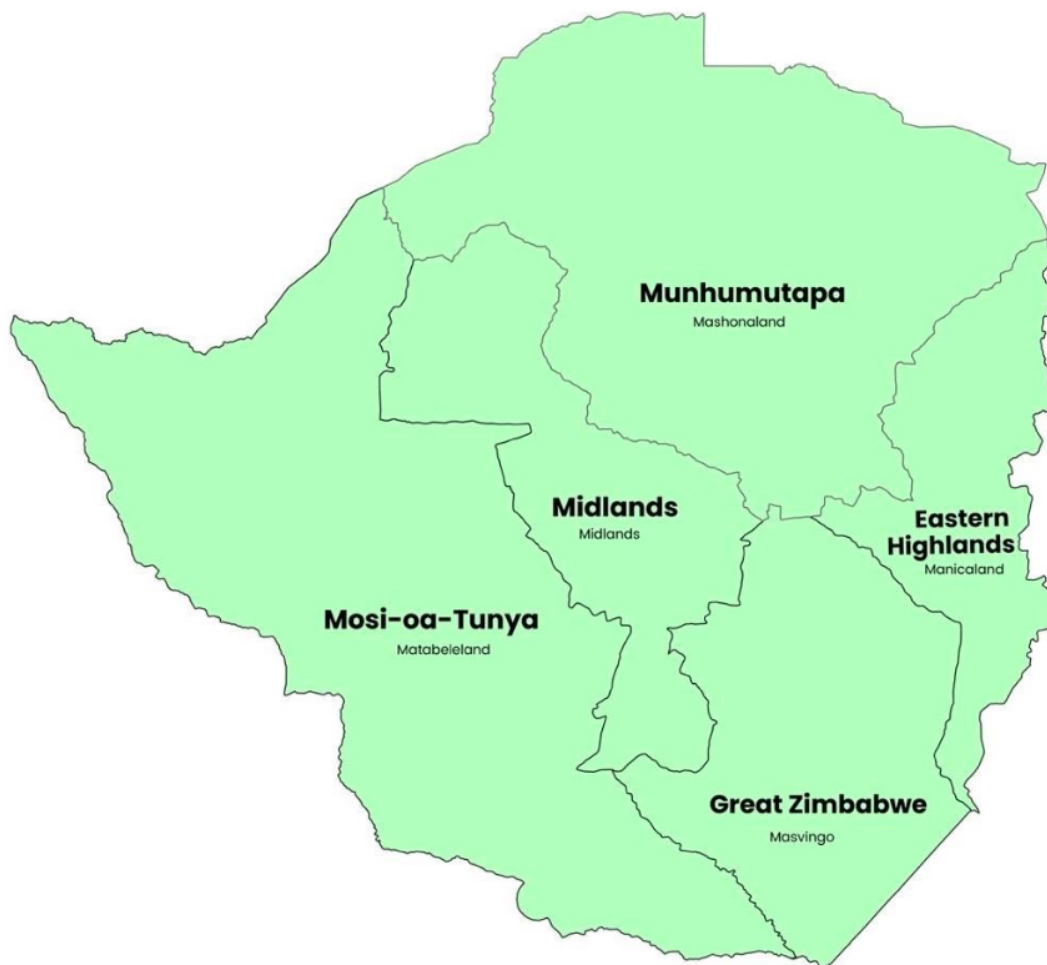
1.4.5 *Power must be transferred from individuals to Institutions, and the people eligible for High-ranking public office must demonstrate a long track record of a high degree of patriotism, honesty, integrity, good stewardship, and humble servant leadership, and must declare any criminal history*

1.4.6 *Given our cultural reality of fragmentation and individualism, coupled with endemic corruption, tribalism, and or nepotism, including maladministration and the prevailing broken public institutions, we believe that the executive presidency or one centre-of-power political system is not suitable for Zimbabwe. We propose to remove this completely and replace it with elected provincial Governors (devolve and or decentralise power), one of whom will be nominated to become the ceremonial president and head of state on a periodic and rotational basis.*

1.4.7 *We propose that each province must be given complete devolved power to elect its own municipal council, and political leadership across the board, and to foster economic and infrastructure development of the region. This includes having*

autonomous provincial electoral supervisory boards. The provincial council, chaired by the governor, shall comprise the senate members, the members of parliament, and the executive mayors

1.4.8 Pursuant to the principles of compact government and fiscal prudence and discipline, we propose to revert to the original five administrative provinces as at Independence. These provinces must avoid names with tribal connotations to promote free internal movement, integration, and inclusivity as follows: Matabeleland would be renamed Mosi-oa-Tunya; Manicaland – Eastern Highlands; Mashonaland – Munhumutapa; and Masvingo – Great Zimbabwe. The Midlands Province name remains the same.



1.4.9 We propose to uphold the doctrine of the separation of powers amongst the three branches of government, namely the Executive, the legislature, and the Judicial Branch. This reconciliation and renewal process seeks to ensure the effective reconfiguration and implementation of this doctrine to reinforce the true spirit of team servant leadership, meritocracy, and the balance of power and accountability

1.4.10 Given our poor public finances, it is prudent to have a very compact government of not more than 100 elected members of parliament, initially 20 from each province, then after 10 years, each province could have a proportionate number of MPs as a factor of the population. The Senate could be reduced to 25 elected members comprising five members per province, plus the creation of an Executive Council comprising the five Provincial Governors and the Prime Minister.

Criteria for the Members of Parliament, the Senate, and Members of the Executive Council;

- 1. Each candidate must have a minimum of High School Level education*
- 2. Each candidate must be fully committed to the vision and values of the Republic*
- 3. Each candidate must make a full disclosure of their criminal history*
- 4. Each candidate must have a demonstrable historical account of Hunhu, public service, and love of others*
- 5. Each candidate must fully disclose any business interests*
- 6. Executive Council candidates must demonstrate strong leadership skills*

1.4.11 Each province will nominate one candidate for Prime Minister from amongst themselves and submit them to the Executive Council for further review. Two of these candidates will need a secondment from the Executive Council for a one-on-one final ballot by members of parliament. The Prime Minister would be the Head of Government, with executive authority, and would be answerable to both Parliament and the Executive Council. They will serve for a maximum period of ten years and can be recalled (removed) at any time by a 66% majority vote in parliament.

1.4.12 Cabinet ministers, at least 50% from parliament, could be selected and shortlisted by a cabinet committee established by the Prime Minister. All these appointments must be strictly merit-driven and must be ratified/ approved by both Parliament and the Executive Council

1.4.13 The appointment of judges must be based on merit and done by the Judicial Service Commission, subject to ratification by parliament.

1.5.0 The Proposed Economic System or Principles

1.5.1 We propose a mixed economy with a compact, just, and effective regulatory public sector underpinned by a broad and competitive private sector

1.5.2 We must give priority to investment in or the development of key and strategic economic infrastructure, and Research and Development

1.5.3 Property rights in respect to residential and rural land must be accorded to all Zimbabweans and must be honoured, secured, and enforceable at law. Property rights for Farmland and commercial land must also be accorded to the investor, and enforceable at law, for this is a bedrock and cornerstone of the factors of production and investor confidence

- 1.5.4 *All foreign Investment Business or Capital projects must meet the minimum threshold of employing at least 70% local labour; to ensure that each foreign investment is contributing both to job creation and human capital development.*
- 1.5.5 *Since Agriculture is projected to remain a significant component of our economy, commercial farmland must be preserved and maintained first for productive Zimbabwean commercial farmers to avoid economic loss and wasted land. Our goal is to be a net exporter of agro products; therefore, we must invest in the necessary high-tech methods*
- 1.5.6 *The mining industry is another significant component of our economy. Mining must be formal and structured with benchmarks and standards. It must also be environmentally friendly and predominantly Zimbabwean-owned. Research, exploitation, and value addition must be the hallmark of this industry, driven by modern technology*
- 1.5.7 *We must develop a plan to ensure maximum beneficiation to realise the full potential of our natural resources. This includes the development of a vibrant tourism industry, among others*
- 1.5.8 *All economic investments in the provinces will require the consent and approval of the provincial leadership and must exclusively be to the mutual benefit of both the province receiving the investment and the nation as a whole*
- 1.5.9 *We also propose the development of an educational curriculum for young people that ensures adequate financial and investment management training to equip them with requisite business financial skills*

2.1.0 The Actions and Priorities of the Transitional Process

- 2.1.1 *The first step we must take as Zimbabweans is public acknowledgement, confession, and proclamation of the true nature and weight of today's brokenness. The deepening level of corruption across society, economic decline, poor service delivery, and infrastructure disrepair is staggering, and the nation continues to experience perpetual retrogression amidst widespread chronic poverty and deprivation. This is the compelling premise or reason for this national reconciliation campaign.*
- 2.1.2 *Given this chronic brokenness, only a fresh start or a total reset is needed to give the nation a meaningful and substantive chance to restore justice and return to civilisation and the path of sustainable development and nation-building.*
- 2.1.3 *We must put in place an inclusive and inspiring leadership and coordinating team to facilitate, lead, and champion this national convergence, reconciliation, unification and national renewal campaign*
- 2.1.4 *We must mobilise citizens both in the Homeland and across the Diaspora. Individuals, families, social groups, technical groups, and church groups. to converge, unite, and work together for national reconciliation. Citizens in the homeland or across the Diaspora locations have equal standing. However, citizens*

in the diaspora can contribute more to this reconciliation process and must do so for the common good.

- 2.1.5 *The citizens must review and add value to this draft shared vision, political reforms, and transitional plan as articulated in this proposal. In the end, it is the citizens who must reconcile and become unified as we bring an end to the scourge of fragmentation, corruption, and individualism. As citizens, we must be united by a shared vision which we can present to God, the owner of Zimbabwe, and petition him in prayer for its adoption and implementation. God is the one who appoints or removes kings from office.*
- 2.1.6 *Establish thematic clusters, which are guided by clear terms of reference to develop proposed policy documents, transitional, and operational costed plans for each thematic area. These thematic clusters comprise: Cultural, Education and Religious Affairs, Economic and Business Affairs, Politics and Public Administration, Healthcare and Social Services, Justice, Media and Information, Infrastructure Development, Home Affairs, International Affairs, and Defence and Security.*
- 2.1.7 *The dialogue conference shall review and ratify the policy documents and operational plans produced by the thematic clusters. The Finance and budget team will work alongside the cluster teams to develop costed plans and to consolidate the final thematic budget plans into one national budget plan.*
- 2.1.8 *The new nation is envisioned to be established on the foundation of five credible interim elders or governors, one from each of the proposed five provinces. Once these interim governors are nominated and approved by the dialogue conference and appointed, they shall nominate one amongst themselves to become the founding ceremonial President and Head of State.*
- 2.1.9 The thematic cluster of governance and public institutions shall propose the minimum number of government departments/ministries that are needed on day one to facilitate a smooth landing and transition from the current order to the new. Basic structures for these departments must be developed, and credible candidates to head these government departments/ministries must be reviewed and shortlisted for approval and appointment
- 2.1.10 Selection and Appointment of Interim Prime Minister: The thematic cluster of governance, working in consultation with the interim elders or provincial governors, must headhunt and shortlist a few candidates for review. This candidate must be highly competent with demonstrable strong leadership skills. Human Resources Management and Business Administration skills will be an added advantage.
- 2.1.11 The Prime Minister under the guidance and support of the provincial governors will be charged with the responsibility of day to day administration of the government, spear heading the implementation of this shared vision and the necessary political reforms and constitutional reforms, and preparing and calling general elections for the senate, members of Parliament, councillors and executive mayors as per the guidance and timeline provided by the executive council.

- 2.1.12 The interim Provincial Governors will serve in this capacity for the first five years to stabilise the nation. The Prime Minister will serve at the pleasure and confidence of the executive council and parliament. Replacements for Governors during this period will be through consultation, nomination, shortlisting, leading to the selection and appointment of one of the candidates/nominations
- 2.1.13 After the initial period of five years, the Provincial governors will be replaced through an open, free and fair provincial ballot. These office bearers and public servants can serve for a maximum of ten years. These candidates can only be retained for one additional term through a popular House of Assembly vote, but none of these can serve beyond 15 years in public office.

2.2.0 Summary and Conclusion

A lot is said about Zimbabwe having abundant natural resources, such as land and minerals. We indeed have some resources, but these discretionary resources are not the main key to progress. Singapore transitioned from the third world to the first world in fifty years, and did not have any of these resources

The key to progress is servant leadership and good governance. Given the corruption, fragmentation, greed, and individualism that characterise our cultural brokenness, the question of leadership is our greatest challenge.

Cultural transformation is key and central for the sustained reformation, renewal, and sustainable development of Zimbabwe. This demands the necessity of collaborative work by all well-meaning and responsible citizens of Zimbabwe

We hereby admonish every citizen to converge and join hands with others on this national collaborative work/Nhimbe. Let us believe God, pray, and work together for national reconciliation and renewal through a negotiated settlement.

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This National reconciliation and transitional blueprint highlights mainly the Stage 1 process of the Campaign. This plan shall be revised and updated to include the post-conflict detailed reconciliation process at the appropriate time.