



Terms of Reference
Consultancy: Development of
NANGO's Strategic Plan (2026 – 2030)

Deadline: 15 August 2025

Background and Rationale

The National Association of Non-Governmental Organisations (NANGO) is Zimbabwe's apex coordinating body for registered Non-Governmental Organisations (NGOs). As a non-political, non-profit, and non-denominational entity, NANGO is mandated to coordinate, represent, and strengthen civil society organisations (CSOs) across Zimbabwe. With a membership base of 787 active NGOs and Community-Based Organisations (CBOs), and a national presence through five regional offices in Harare, Bulawayo, Gweru, Masvingo, and Mutare, NANGO operates through key thematic clusters to ensure relevance and inclusive representation across the development spectrum.

As the current Strategic Plan draws to an end in December 2025, NANGO seeks to develop a new Strategic Plan (2026 – 2030) at a time of profound transformation in the civic space. The operating environment for CSOs in Zimbabwe and beyond is being reshaped by significant regulatory, financing, and thematic shifts, which demand a recalibration of how the sector is organised, mobilised, and supported.

One of the most defining developments is the enactment of the Private Voluntary Organisations (PVO) Amendment Act on 11 April 2025, which introduced new regulatory changes with implications for the existence, independence, and operational frameworks of CSOs. While the Act is framed as part of Zimbabwe's compliance with global norms such as the Financial Action Task Force (FATF) Recommendation 8 and broader Anti-Money Laundering/Combating the Financing of Terrorism and Proliferation (AML/CFT/PF) standards, it potentially risks further shrinking civic space, increasing bureaucratic oversight, and stifling development and humanitarian action.

Parallel to the regulatory pressures, global development financing is undergoing a major realignment, with significant cuts in traditional donor support, particularly from long-standing partners such as the USAID. This has led to the scaling down or closure of CSOs in Zimbabwe and heightened competition for limited resources. Additionally, the evolving development aid

architecture is placing stronger emphasis on accountability, localisation, and impact, thereby shifting the role of national platforms such as NANGO from intermediary actors to strategic conveners and enablers of local leadership.

Under the localisation agenda, there is growing consensus that local actors must lead development and humanitarian responses, with international actors providing support in alignment with national priorities. This paradigm shift presents both opportunities and responsibilities for NANGO and its members to assert leadership, influence development policy, and drive locally relevant solutions.

At the same time, new and urgent areas requiring CSO input and innovation are emerging. These include climate justice, natural resource governance, illicit financial flows, trade justice, digital transformation, and cross-border development frameworks such as the African Continental Free Trade Area (AfCFTA). National and regional development strategies, including the formulation of the National Development Strategy (NDS2), Sustainable Development Goals (SDGs), and the African Union Agenda 2063, require coherent and strategic civil society contributions. CSOs are also challenged to demonstrate increasing commitment to compliance, transparency, and accountability in line with international standards and the evolving demands of partners and regulators.

Throughout its history, NANGO has played a central role in mobilising, coordinating, and amplifying the voice of CSOs to influence public policy, defend civic space, and contribute meaningfully to national, regional, and international development processes. As the sector faces new frontiers and complex challenges, it is imperative that NANGO develops a forward-looking, adaptive, and resilient Strategic Plan that repositions the organisation and its membership for relevance, influence, and sustainability.

The development of this new Strategic Plan is therefore not only timely but essential. It will enable NANGO to chart a bold and strategic course in support of a vibrant, more coordinated, and impactful civil society, grounded in local realities, yet responsive to global demands and trends.

Purpose and Scope of the Consultancy

The purpose of the strategic planning process is to develop a new strategic plan that will guide NANGO's work and institutional reform process over the next five years (2026 – 2030), to increase its impact and ability to fulfil its mandate.

Elements of the strategic planning process will include (but will not be limited to):

- A critical review and, if needed, a refresh of NANGO's vision, mission, values, and develop an institutional theory of change.
- A situational analysis of the organisation (e.g., strengths, weaknesses, and unique value proposition) and of the ecosystem in which it evolves (e.g., opportunities and threats related to the strengthening of the voice of NGOs in Zimbabwe and coordination of activities of NGOs in Zimbabwe)
- An evaluation assessment of the 2023 - 2025 strategic plan and its implementation.
- The identification of NANGO's goals, key strategies, guiding principles, and thematic priorities for the coming five years.
- Stakeholder management: A purposeful and meaningful process to include the perspectives of the NANGO Secretariat and Board, of a wide and diverse range of NANGO membership across Zimbabwe, key partners, regulators, and potential partners, including from the donor community.
- Development, validation, and finalisation of the strategic plan.

Proposed Methodology and Deliverables

The consultant(s) will provide strategic, technical, and facilitation support to NANGO in the development of its new strategic plan (2026 – 2030). We suggest that the strategic planning process follows the following phases, which will be finalised with the consultant once s/he has his/her own proposed methodology:

1. **Inception Phase** (to refine the scope of work, methodology, process, and timelines, as well as the strategic questions and key priorities). Deliverables: Inception report including work plan and detailed methodology.
2. **Research, Consultations and Analysis** (to gather and analyse key documentation and input from various sources and key actors). Deliverables: Report presenting the outcomes of the desk review and consultations, and the proposed outline of the strategic plan.
3. **Development of the Strategic Plan.** Deliverables: Draft strategic plan, facilitation of a physical meeting to present the draft plan to NANGO Staff and Board; Final Strategic Plan after incorporating feedback received.

Supervision of the work and collaboration with NANGO

The consultant will work directly with the NANGO Executive Director and a small working group composed of NANGO staff from across departments.

Practical Details

The consultancy is likely to commence latest 25 August and finalised by mid-October 2025. We intend to officially launch the new Strategic Plan during the 2025 Annual NGO Directors Summer Retreat to be held from 27 to 28 November 2025.

Consultant Profile

The consultant or team of consultants should have the following qualifications and experience:

- Minimum of 10 years of work experience in the NGO sector of Zimbabwe and/or international development.
- Expert knowledge of the coordination role of associations, NGOs operating environment, membership servicing, and policy advocacy in Zimbabwe and beyond; understanding of resource mobilisation and fundraising, with an understanding of Zimbabwean or Southern African contexts.
- Demonstrated experience in strategic planning and/or organisational development.
- Excellent research, analytical, and writing skills.
- Experience in developing, leading, and documenting consultations.
- Ability to work independently and deliver on time.
- Written and spoken fluency in English is required.
- Excellent presentation, interpersonal, and facilitation skills.

How to apply

Interested consultant(s) should express their interest by submitting:

- A technical proposal (4 pages maximum). This should outline your capacity statement, approach, the steps you will take to successfully complete the assignment, any proposed revisions to the proposed approach or timeline, and details regarding your availability.
- A financial proposal.
- A CV (max 3 pages) for each consultant involved in the work.

The deadline for submission of Expression of Interest (EoI) is **15 August 2025**. EOIs should be sent by email to recruitment@nangozim.org, cc programs@nangozim.org, with “**EOI Strategic Plan Consultancy 2025**” in the subject line.

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