



15th NGO Directors Summer Retreat Program

Navigating New Frontiers: Development Financing and
Civic Space in Transition

26-28 November 2025
Urban Lifestyle Hotel | Masvingo





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Director of Ceremonies: **Andy Hodges**

Partners



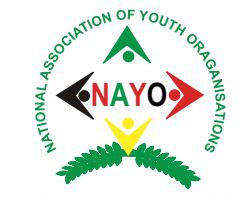
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**ZIMBABWE
INSTITUTE**
Innovation | Partnership | Sustainability



Overall Facilitator Andy Hodges



Day One | 26 November 2025

Masterclass Sessions

Time	Session	Facilitators/ Presenters
1030 - 1300 Hours	Masterclass Work Stream Session A: Crisis Leadership Strategies for Civic Leaders. (Attendance strictly by registration and payment)	NANGO / ZimRights
1130 - 1330 Hours	Masterclass Work Stream Session B: The Intersection Between Corruption, Discrimination and Gender in the Health and Education Sector (Attendance strictly by invitation)	NANGO / TI Zw
1300 - 1400 Hours	Health Break - Lunch	NANGO / ZimRights
1330 - 1430 Hours	Health Break - Lunch	NANGO / Ti Zw
1400 - 1630 Hours	Masterclass Work Stream Session A: Crisis Leadership Strategies for Civic Leaders. (Attendance strictly by registration and payment)	NANGO / ZimRights
1430 - 1630 Hours	Masterclass Work Stream Session B: Anti-Corruption Coalition Forum (Attendance strictly by invitation)	NANGO / TI Zw
1900 - 2100 hours	Reception Dinner: Orange the Night: A Call to End Gender-Based Violence Observing the 16 Days of Activism Against Gender Based Violence.	NANGO / WCoZ

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Day Two | 27 November 2025

Deep Collective Reflections Sessions

Time	Session	Facilitators/ Presenters
Session 1: Opening Session Part I Session Moderator – Andy Hodges		
0830 Hours	Protocol Setting, National Anthem and Agenda Overview	Andy Hodges
	Theological Reflection and Opening Prayer	Dr. Lamiel Phiri
0835 Hours	Setting the Pulse for the Conference	Mrs. Pester Siraha – National Board Chairperson NANGO
0845 Hours	United Nation's Perspective around the Conference Theme: Key Remarks	Mr. Edward Kallon - United Nations Resident and Humanitarian Coordinator
0900 Hours	Development Partners Perspective around the Conference Theme: Key Remarks	Maria Horro Comet - Head of Governance and Social Sectors EU Delegation to Zimbabwe
0915 Hours	Official Guests Welcome Remarks	Mr. Martin Mubviro - Chief Executive Officer (CEO) Masvingo Rural District Council
0930 Hours	Official Conference Opening and Officiation	Honourable Edgar Moyo - Minister of Public Service, Labour and Social Welfare
Opening Session Part II: Session Moderator - Andy Hodges		
0950 Hours	Revisiting the Troutbeck Resolution and Action Agenda: Where Are We?	Mr. Ernest Nyimai - Executive Director NANGO
1010 Hours	Conference Foresight: What this Moment Requires - Navigating New Frontiers	Lucia Masuka - Executive Director Amnesty International Zimbabwe

Time	Session	Facilitators/ Presenters
1030 Hours	Health Break	All Participants
<p>Session 2: Reflection on the State of CSOs Operating Environment: Key Headlines for 2025: The session provides a platform for collective reflection on the evolving state of the civil society operating environment in Zimbabwe, drawing insights from the Civic Space Watch Report 2025. The presentation will highlight key trends, challenges, and opportunities shaping civic space, including legislative, policy, and any other developments affecting the work of CSOs. The session aims to stimulate a frank and forward-looking dialogue that strengthens sectoral collaboration and collective strategies to safeguard civic space, promote inclusion, and enhance CSOs' contribution to national development.</p>		
1050 Hours	<p>Main Presentation: State of Civic Space in Zimbabwe 2025 - Headline Findings from the Civic Space Watch Report - Washington Katema (30 minutes)</p> <p>Panel Discussants: 10 minutes per person</p> <ul style="list-style-type: none"> • Gender Perspective - Mercy Jaravani - National Coordinator WCoZ • Youth Perspective - MacDonald Munyoro - MERL Manager NAYO • Disability Perspective - Leonard Marange - Executive Director FODPZ • CBOs Perspective - Kudakwashe Munemo - Programs Manager ACBOs <p>Panel Questions</p> <ul style="list-style-type: none"> • From your sector's perspective, how have the current operating environment dynamics and developments in 2025 impacted your constituency's ability to operate? • What key reforms or policy measures would you propose to foster a more enabling environment for CSOs in Zimbabwe? 	<p>Moderator: Valerie Zviuya - Executive Director Legal Resources Foundation</p>

Session 3: Meet and Talk to Your Regulator #T2R: This interactive session provides a timely and constructive platform for dialogue between civil society organisations and the Office of the PVO Registrar following the enactment of the Private Voluntary Organisations (PVO) Amendment Bill into law. The session offers an opportunity to take stock of progress made in operationalizing the new Act, clarify registration and compliance processes, and address questions or concerns emerging from the sector. The session ultimately aims to foster a spirit of cooperation and partnership in navigating the new regulatory landscape, ensuring that CSOs continue to operate effectively while upholding accountability, legality, and good governance principles.

Time	Session	Facilitators/ Presenters
1230 Hours	<p>230 Days After the Enactment of the PVO Amendment Bill: Progress Status.</p> <p>Question & Answer Plenary Session with the PVO Registrar</p> <p>Guiding Questions</p> <ul style="list-style-type: none"> • What steps have been taken by the Office of the PVO Registrar to implement the new PVO Amendment Act since its enactment, and key updates for CSOs to take note of? • What is the current status regarding the processing of applications submitted by organisations, and how is the Registrar's Office managing the large volumes of applications from pre-existing entities transitioning to register as PVOs? 	Moderator: Andy Hodges
1300 Hours	Lunch Break	All Participants
<p>Session 4: The Future of Development Financing: From Aid Cuts to Adaptive Sustainability: The global development financing landscape is undergoing significant transformation, characterized by declining traditional aid flows, shifting donor priorities, and increasing demand for locally-led and sustainable development models. These changes require innovative approaches to resource mobilization, partnership building, and financial resilience. This session, therefore, seeks to unpack current trends and emerging realities in development financing. The discussion will explore how aid cuts, economic pressures, and evolving donor strategies are reshaping the operational context for civil society, and what adaptive strategies can ensure long-term sustainability and impact. The session will also reflect on practical experiences in navigating funding transitions, diversifying income sources, and strengthening accountability to build trust with donors, communities, and the state.</p>		
1400 Hours	Main Presentation: The Current Funding Landscape: Key Highlights - Melanie Assauer - Resource Development and Donor Engagement Director World Vision Zimbabwe	Moderator: Tafadzwa Chikumbu - Executive Director Transparency International Zimbabwe

Time	Session	Facilitators/ Presenters
	<p>Panel Discussants: 10 minutes per person</p> <ul style="list-style-type: none"> • Ennie Chipembere - Managing Director I ECLC • Gcinekile Masiye - National General Secretary I YMCA • Dr. Donald Tobaiwa - Executive Director I JHWO • Muchanyara Mukamuri - Executive Director I SHDF <p>Plenary : 20 minutes</p> <p>Discussants Guiding Questions</p> <ul style="list-style-type: none"> • How have recent funding shifts affected CSOs programming, partnerships, and operational sustainability? • What innovative or adaptive approaches can be adopted to sustain operations and impact amid shrinking donor funding and increased competition for resources 	
Session 5: Work Stream Side Sessions - Towards a Resilient and Vibrant Civic Ecosystem in Zimbabwe		
1530 Hours	<p>Work Stream 1: Co-Creating Accountability: The Role of the Government, Civil Society, and Citizens in Promoting Accountability and Transparency. Sponsored by the Zimbabwe Institute (ZI)</p> <p>Work Stream 2: Dialogue on Resource and Accountability Issues in Public Health. Sponsored by Transparency International Zimbabwe (TI Z)</p> <p>Work Stream 3: Engaging CSOs Leaders to End Digital Violence Against Women and Girls Sponsored by the Women's Coalition of Zimbabwe (WCoZ)</p>	Moderator: To be Advised
1700 Hours	Day One Wrap Up and Networking	All Participants
1900 Hours	Fire side Chat (Strictly by Invitation) - Hosted by the Zimbabwe Human Rights Association (ZimRights)	ZimRights / Invitees

Workstream Sessions Sponsored by

Day Three | 28 November 2025

Deep Dive and Collective Action Planning Sessions

Time	Session	Facilitators/ Presenters
<p>Session 6: Preparations for the FATF Mutual Evaluation 2026: CSOs Readiness and Civic Safeguards: As Zimbabwe prepares for the Financial Action Task Force (FATF) Mutual Evaluation in 2026, there is growing attention on the role of non-profit organisations (NPOs) in the country's anti-money laundering and counter-terrorism financing (AML/CFT) framework. This session seeks to foster dialogue between the regulator, CSOs, and experts to ensure the sector's readiness and safeguard civic operating space within the FATF compliance process. Through a conversation between the FIU, the PVO Registrar, and civil society representatives, the session will aim to build a shared understanding of the Mutual Evaluation exercise, risk-based approaches, highlight required safeguards, and identify collaborative actions needed to ensure both compliance and the protection of civic space ahead of the 2026 evaluation.</p>		
0830 Hours	<p>Main Presentation: Knowledge Bridging on FATF Mutual Evaluation Exercise: Mr. Tichafa Chigaba - Deputy Director Financial Intelligence Unit (FIU) Zimbabwe (30 minutes)</p> <p>Panel Discussants:</p> <ul style="list-style-type: none"> • Hilder Achiro, Chief of Programs CAH • Mr. Totamirepi Tirivavi NPO Regulator – PVO Registrar • Wilbert Mandinde, Acting Executive Director Zimbabwe Human Rights NGO Forum <p>Discussants Guiding Questions:</p> <ul style="list-style-type: none"> • What are the key elements of FATF Recommendation 8, and what implications does it have for the regulation and functioning of NPOs in Zimbabwe? • How can we address and mitigate the unintended consequences of Rec 8 such as over-regulation, de-risking, or undue restrictions on legitimate CSO activities while ensuring effective AML/CFT/PF compliance? 	<p>Moderator: Ernest Nyimai – Executive Director NANGO</p>

Time	Session	Facilitators/ Presenters
Session 7: Localisation in Action: Making a Shift from Rhetoric to Reality: Sponsored by BVTA		
<p><i>The localisation agenda has become central to development cooperation, emphasizing the transfer of power, resources, and decision-making to local actors who are closest to the communities they serve. While the rhetoric around localisation has gained strong momentum in global and national discourse, practical implementation remains the missing link. This session seeks to assess the progress made in advancing localisation within the civil society and development ecosystem. It will explore the extent to which donor commitments, intermediary partnerships, and CSO practices have translated into tangible shifts in leadership, funding, and accountability towards local organisations. The discussion will interrogate persistent barriers, highlight promising practices, and chart forward-looking strategies for strengthening local ownership, capacity, and sustainability.</i></p>		
0940 Hours	<p>Main Presentation: Progress Status in Advancing Localisation Agenda in Zimbabwe: Mr. Gideon Mukwishu ZAHA Coordinator (20 minutes)</p> <p>Discussant: 10 minutes each</p> <ul style="list-style-type: none"> • Rosewita Katsande – Executive Director YETT • Michael Ndiweni, Executive Director BVTA <p>Discussants Guiding Questions:</p> <ul style="list-style-type: none"> • How far has Zimbabwe progressed in translating the localisation agenda from policy rhetoric into real action on the ground, and where do the biggest gaps remain? • What practical steps are needed to shift power, resources, and decision-making to local actors; and how can international partners and national NGOs support this transition responsibly? 	<p>Moderator: Mvuselo Huni - Executive Director ORAP</p>
10400 Hours	Health Break	All Participants
<p>Session 8: Knowledge Bridging – Cyber and Data Protection Act and its Regulations: <i>The rapid digital transformation has introduced complex legal and ethical challenges related to data privacy, cyber security, and digital rights. The Cyber and Data Protection Act and its accompanying regulations establish a new framework for how organisations collect, process, store, and share data in Zimbabwe, with direct implications for NGOs. This knowledge-bridging session aims to unpack the legal implications of the Act and its regulations for the non-profit sector.</i></p>		
1100 Hours	<p>Presentation: The Legal Implication of the Act and its Regulations to the NGO Sector – Tsungai Kokera - Solika Consultancy (30 minutes)</p> <p>30 minutes Plenary</p>	<p>Moderator: Ms. Sandra Mazunga - National Coordinator Zimbabwe Association of Community Radio Stations (ZACRAS)</p>

Day Three | 28 November 2025

Deep Dive and Collective Action Planning Sessions

Time	Session	Facilitators/ Presenters
Session 9: Thematic Deep Dive – Work Streams		
1200 Hours	<p>Work stream 1: Empowering Inclusion: Advancing the Rights of Women with Disabilities through the African Disability Protocol in Zimbabwe (Session Sponsored by Sightsavers)</p> <p>Work stream 2: Reimagining Human Rights, Peace and Reconciliation in Zimbabwe: Understanding the New Institutional Architecture post National Peace and Reconciliation Commission (Session Sponsored by 4-H Zimbabwe)</p>	Moderator: To Be Advised
1300 Hours	Health Break - Lunch	All Participants
<p>Session 9: Fostering Strategic Partnerships: Exploring New Funding Mechanisms, Donor Priorities and Emerging Opportunities for CSOs: This Grant Makers Roundtable Discussion provides a platform for development partners and donors to share updates on their current funding status, thematic priorities, and partnership opportunities with CSOs in Zimbabwe. In a context marked by evolving global priorities, reduced traditional aid flows, and growing emphasis on localisation and sustainability, understanding donor directions has become critical for CSOs seeking to align strategies, strengthen partnerships, and enhance access to funding. Representatives from leading development agencies and funding organisations will outline their key focus areas, ongoing and upcoming calls, and strategic interests in working with CSOs.</p>		
1400 Hours	<p>Grant Makers Roundtable Discussion</p> <p>Discussants:</p> <ul style="list-style-type: none"> • EU Delegation to Zimbabwe – Ville Aro • Swiss Agency for Development and Cooperation – Rodrick Fayayo • Christian Aid Zimbabwe – Pepukai Muchazondiona • UNDP Zimbabwe – Tafadzwa Muvungi • HIVOs – Joy Mabenge • COSPE – Dr. Robert Nyakuwa • Oak Foundation – Merciful Machuwe 	Moderator: Andy Hodges

Time	Session	Facilitators/ Presenters
	<p>Guiding Questions:</p> <ul style="list-style-type: none"> • What is the current status of your organisation's funding portfolio in Zimbabwe, and how has it evolved in response to recent global and national developments? • What opportunities currently exist for collaboration with and what capacities do you value most in prospective partners? • What funding instruments or mechanisms are available, and how can CSOs effectively engage or position themselves to access them? 	Moderator: Andy Hodges
Session 10: Looking Ahead: Sustaining Momentum Beyond the Retreat		
1530 Hours	<p>Way Forward, Appreciation Note and Vote of Thanks (10 minutes)</p> <p>Closing Thoughts by: 5 minutes per person</p> <ul style="list-style-type: none"> • Representative of NGO Leaders – John Maketo – Executive Director ZIMCODD • Representative of Development Partners – UN Representative • Government Representative – MoPSLSW Official <p>Official Closing Remarks: Charles Mazorodze - Board Vice Chairperson NANGO</p>	Moderator: Mr. Ernest Nyimai / Andy Hodges
1630 Hours	<p>Optional: Visiting the Great Zimbabwe Monuments</p> <p>“Enjoying the awe-inspiring Great Zimbabwe Monuments, a testament to ancient innovation and enduring legacy.”</p>	Optional
1830 Hours	Dinner Reception and Photo Shoot	All Participants
1845 Hours	Entertainment – Opening Performance by Bernard Betera (Live Band Performance)	Andy Hodges
1915 Hours	Inspirational Message: Celebrating Innovation, Excellence and Impact on the occasion of NANGO's Annual NGO Awards 2025 Edition	Dr. McDonald Lewanyika - South & East Africa Director Accountability Lab
1930 Hours	Presentation and Handover of the Awards led by the Master of Ceremonies	Andy Hodges

Day Three | 28 November 2025 | 1830 Hours

13th NANGO Annual NGO Awards

Presentation Ceremony

Time	Session	Facilitators/ Presenters
2030 Hours	Vote of Thanks and Appreciation	Moderator: Ms. Netsai Risinamhodzi - Executive Director CONNECT Zimbabwe
2035 Hours till late	Celebration Performance by Bernard Betera (Live Band Performance)	All Participants

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