



**Building a Concerted Movement of Youths and Women  
for Democracy and Development**

**Building Strong Organisations – Face to Face Meeting Report**

**4 July 2024**

**Harare**

# 1. Introduction and background

The Centre for Civic Engagement is running an initiative called Building a Concerted Movement of Youths and Women for Democracy and Development which aims to nurture women's and youths' activism and advocacy capacities as well as help in building sustainable and visible organisations/platforms of youth and women who focus on inclusive democracy. The program is split into three (3) components which are,

1. Incubation of women and youth-led platforms/organisations
2. Training on civic engagement (The Advocacy Lab)
3. Inclusive Dialogue series on what we should do together to build lasting democracies (community and national dialogues)

From March to June we have been working with sixteen (16) youth and women (See Annex 1 for list of participants) who focus on women and youth activists on the first component – incubation of women and youth-led platforms, with a focus on building strong organisations. The key components of this work were– legal registration and compliance, governance processes, and building up strategies and systems.

The meeting held on the 4<sup>th</sup> of July, was focused on re-capping on what had been shared and discussed with participants over the last four months which included a legal clinic run by Mr Caleb Mutandwa. The meeting focused on looking at financial management, resource mobilisation, and communication.

The meeting was facilitated by Nontiskelelo Nzula and discussions were facilitated by Mr Caleb Mutandwa, Dr Tendai Murisa and Eddah Jowah (See Annex 2 for Program). This report provides insights into the key issues discussed and shared by participants in the meeting.

## 2. Workshop Proceedings

### 2.1 Welcome and Re-cap

The morning sessions began with a quick overview by the facilitator with participants around the key learning moments over the last four (4) months. Discussions initially started around what participants felt made a strong movement and a strong organisation. Participants felt that the following were critical for a strong movement

- Money
- Motion
- Teamwork
- Participation
- Ideas
- Inclusivity
- Innovation
- Commitment

There were some cross-cutting elements when it came to what they felt were key elements that made up strong organisations which are highlighted in green. They also provided other indicators of what was needed to make strong organisations:

- Strong admin systems
- Sustainability
- Good leadership
- Policy making and implementation
- Collaboration with other organisations
- Money
- Communication
- Good Public relations and marketing
- Clear vision
- Human resources
- Adaptability
- Strategy
- Compliance - You must be legal

In the last four (4) months, the key aspects of their organisations that they had changed based on what they had learnt through the organisational strengthening had been:

- Improving their internal policy-making through the development of organisational policies. One participant indicated that previously they “did not have written down rules but were just operating”.
- The importance of sustainability and thinking of how they could mobilise both human and financial resources to ensure that
- Changing their legal identity. Lunia Centre for Youths indicated that they were now moving from being legally registered as a Trust towards becoming registered as a Private Voluntary Organisation (PVO) through the guidelines shared in the legal clinic.

Personally, some participants had changed their organisations or their physical location, but everyone in the room indicated that their passion and purpose around the work they were doing and why they were doing it had not changed.

## 2.2 Recap of Legal Clinic Sessions – Mr Caleb Mutandwa

This session offered an opportunity for participants to engage with Mr Mutandwa and ask further questions based on the materials he had shared on legal compliance when it came to the registration of organisations in Zimbabwe. He provided a short summary of the legal registration options available at this moment and gave a quick update on the PVO Amendment Bill. To view his summary go to: [NGOs Registration and Legal Compliance Presentation.pptx](#)

## Questions and Answer Session and Discussions on Legal Compliance

- **Why is there government interference in Trusts?**
  - It happens normally when we get to elections, (the government could feel the organisations would be a political threat since they do not report to the government)
  - Sometimes it is a fight between government ministries, for instance, The Ministry of Public Service, Labour and Social Welfare can receive funding, and they can just decide to give or channel those resources only to PVOs even if the Trust is registered under the Ministry of Justice, they cannot do anything to get such funding because it is outside their Ministry.
- **What do we do when donors want to fund PVOs only, yet we are in the transition from being a Trust to a PVO, we are legal, and we want to continue operating?**
  - In the meantime, you can consider collaborating with other organisations and working as sub-grantees. This way you will be recognised in the system because you have worked, and your work will speak for yourself.
  - Get to know key stakeholders within the Ministry of Public Service, Labour and Social Welfare who are in the Department of Social Welfare and are part of the process of registering PVOs, invite them to your meetings so that you market your work, those people can then speak for you and this could potentially speed up the registration process.
- **With PVOs, is there a clear way to distinguish if the intention is political or it is purely civic?**
  - The purpose of the PVOs can be abused since it is still a bill, people can still argue and amend it before it is signed.
- **We are in the process of moving from being a Trust to being a PVO, my worry is once you are de-registered, is it possible to be re-registered?**
  - It is not easy to be de-registered- there is a process that the government needs to do before for example they can suspend the board members, and they need to go to court to prove the basis of de-registering.
  - Once you are eventually deregistered, yes you can re-register.

- **What work is being done to tell the President that the PVO Bill is not right? I have not seen much effort from where I live.**
  - Several organisations are advocating for amendments to the PVO Bill. People should continue to make efforts to amend it while it is still a bill.
- **A school has not been audited in 4years, one member who stayed at the school has been evicted after the owner of the school passed on, and the matter has been taken to the Supreme Court. What can parents do at this schools when fees are getting raised with them being consulted? What is the way forward for the stakeholders at this school?**
  - Is the school a private or a public school? If it is a government school, stakeholders and parents can engage the Ministry of Education, but if the school is a private school, then if parents do not agree with the terms, they can just withdraw their children or comply with the school's rules and regulations.
  - When a case has gone through the Supreme Court before, there is no legal advice I would give unless I get to know the history of the case in the court, otherwise, any other advice will mislead the people seeking it.
- **Upon being a PVO, how easy is it to expand your area of operation?**
  - It is easy. If you want to change your objectives, you can just submit your application. Make sure your constitution is broad and not restrictive, and leave room for expansion when you are developing it, if your constitution is restricted and you want to do something new, even your funders will lose confidence in you saying you are now operating outside your area of concern.
- **I am setting up an Application that will make easy communication and engagement between Local councils and citizens. Where would my Initiative fall under the three registration types mentioned?**
  - Is the application free or you will generate money from it? if you are looking to generate income from it then it is not a non-profit and does not fall under any of the registration options mentioned. You can look into registering a company
  - If you are not looking into making a profit, you can register a non-profit organisation that develops such kinds of applications

## 2.3 Discussion on Financial Management for Non-Profits

This session sought to understand the existing financial management practices in place within organisations and what was needed to enhance them.

Discussions started off by unpacking the following questions: When does money in your organisation come from, how are you using and handling it? How are you getting the money and how does it get to your organisation?

Responses from participants were:

- The money comes from board members, the director, and the Finance manager
- The director keeps the money, he disburses everything and controls everything
- Money comes through the organisational Bank Account
- There is a procurement team that meets whenever there is a need to buy anything above USD\$1000
- Planning to get resources and how to spend them
- Management and monitoring of how the resources are being utilised.

### **a. What is missing in financial conversations, where are the program people when it comes to financial management?**

Program staff/team members are involved in:

- Proposal writing for fundraising; Developing budgets; Having budget oversight; Learning with the Finance Team

It was highlighted and agreed upon by everyone that having a good financial standing and record in managing funds, helps in building strong movements and organisations, this also helps in attracting new funding and new donors. Everyone especially program staff play a critical role in ensuring good financial stewardship.

### **b. Debunking the myth about money – some important aspects of money**

Dr Murisa discussed and highlighted some important points when it comes to dealing with money whether from a personal/household perspective or within organisations.

- If you have a basic understanding of money, you know money. Programs people act as if they do not use or understand money at all, the same way you use and plan for your money in your everyday life is the same way you should adopt and upgrade it in your work life.
- There are systems of budgeting, spending and saving money that an individual should consider.

- Participants noted that sometimes there are conflicts between finance and programs teams. Sometimes finance teams do not understand why some resources are used in the field or instances of unplanned expenditure – e.g. having to provide or give a token to traditional leaders to conduct your meeting peacefully in their communities.
- Dr Murisa highlighted that a key thing participants had to do once they got back to their organisations was to ask their finance team to share with them BVAs (Budget vs Actuals) every month
- We are all finance people because we have shown how we budget and spend money outside work.
- Participants were asked how many had not read their finance policy. Several hands were raised, and they were asked to go back and ask for the policy and read it.
- Ultimately with money comes great responsibility – it is a critical component for a successful organisation.

### c. Values for Financial Management

Participants identified the following as key values/principles to have when it comes to financial management:

- **Integrity:** Act in the interest of the organisation first before personal interest. Going with the best regardless of personal gains or interests
- **Transparency:** Be open and include everyone in the organisation.
- **Due diligence:** Check all your suppliers if they are compliant before engaging them.
- **Debt Management and following the budget:** Sticking to the budget and ensuring outstanding debt is managed and paid timeously.
- **Discipline:** Having value for money; using it for what it is intended for; Not deviating from plans.
- **Compliance:** Complying with financial regulations
- **Vision:** Working towards the bigger picture/the main goal,
- **Accountability through Audit Processes**
  - We provide acquittals to the Finance department, at the end of every quarter. The Finance department will do an audit with external auditors every year.
  - External auditors sometimes request to see our beneficiaries and if what they are given is necessary or if there is a need to cut down that budget.

- Donor auditing would look to see if the organisation is fit for purpose and if there are enough human resources, if not they would want to know the reasons.
- External auditors sometimes raise concerns like did you use the money appropriately, or as intended.

**For more insights on financial management for non-profits- go to: [Finance – Civic Catalyst \(sivioinstitute.net\)](http://Finance – Civic Catalyst (sivioinstitute.net))**

## 2.4 Resource Mobilisation

The focus of this session was to understand better how to mobilise resources. It was closely linked to the session on financial management because one cannot raise money if you do not know and understand how to use money well. It is difficult to raise money in Zimbabwe, for Zimbabwe due to aspects around reputational risk – due to instances of financial mismanagement.

This further highlighted the need for participants to ensure that they have oversight and knowledge about the state of money in the organisation. Everyone in the organisation should know about the state of money. Many organisations may kill your career if there have been instances of financial mismanagement. Even if you were not involved and are innocent, the issues associated with the organisation may make it difficult for another organisation to trust and/or hire you.

Different Roles that Participants currently play when it comes to resource mobilisation:

- As a Programs Lead, I select calls for applications that are relevant to our organisation.
- I lead the subscription of new and old members, for our organisation is a membership-based organisation
- Proposal writing
- Recruiting talent and intelligence gathering
- Networking with other organisations
- Workplan and budget development, providing acquittals.

Most NGOs are looking for donors/funds – so are often in a state of stagnation, waiting for open calls to apply for funding. However, there are other ways to consider raising resources:

## Ways to Fundraise-Route1

**NB: The actual process of resource mobilisation can be understood not as a single event but as an ongoing phased process.**

- i. **Friendraising**-Build relationships with your funders and every person who gave you money. Networking is very important.
- ii. **Courtship**- **Tell** your story via social media and create long-term sustainability. Always present a clean audit.
- iii. **Elevator Pitch**- For example, if you are asked why, you would want funding in 120 seconds, what would you say? Put that down into writing, it should be a shared statement in the whole organisation, anyone should be comfortable responding to that question and giving the same answer. It should be clear with all the relevant information.
- iv. **Consummation**- Invitation to send concept note and then write a winning proposal. Success in this area is based on the conversion of these invitations into actual grants/contracts. You want to have a conversion rate of at least 70-80%.

## Ways to Fundraise-Route 2

- i. **Identify Call For Proposals**- Look for and keep track of calls for proposals. Keep a fundraising tracker to help with this process.
- ii. **Submit a Proposal/Concept Note**: Prepare and submit a proposal. Involve both program and finance/operations team members in the process. Give yourself enough time to develop a good proposal and submit it on time or a few days before the deadline in the format and manner required.

**Note:** Due to high volumes of applications from open calls, make sure to comply with submission requirements so that your application is not rejected for a mere technical issue.

### Important

- The above processes are made easier with good financial management and a clean/unqualified audit. A qualified audit has concerns and it is very difficult to look for money or fundraise when you have a qualified audit.
- Fundraising is a team effort, what you are producing as a whole team will attract money for your organisation.
- Be a donor-pursued organisation, where funders are calling you to apply and not you are looking for a call.

## **How and by when do you become a donor-pursued organisation? Some Key Elements:**

- Learn from organisations that have sustained themselves for example those 10 years and older
- Set up a donor tracker for your organisation so that you do not miss any calls for applications
- Demonstrate to the world through your work that you are worthy
- Build and water relationships (social capital)
- Communicate effectively- ask yourselves questions like how regularly we should update our social media pages and website, how we grow our followers, and who you want to influence.
- Be a sustainable organisation - good governance; strong and diverse; visible program footprint (excellent reputation)

### **Indicators of Successful Resource Mobilisation**

- Successful fundraising is not about new donors you get, but the number of funders you retain. (the ability to retain a donor over time)
- Reducing dependency on donors for 100% of your finances; Creating other streams of income (membership organisations, doing advisory work but being conscious of mission drift).

**For more insights on Resource Mobilisation go to: [Resource Mobilisation – Civic Catalyst \(sivioinstitute.net\)](http://sivioinstitute.net)**

## **2.5 Introduction to Communication-The art of storytelling**

How are you telling your story? Storytelling has six (6) elements. These are:

- i. Central conflict- the struggle between what you wanted vs whatever or whoever was challenging you.
- ii. Personal stakes-stood to gain or lose depending on the story's outcome
- iii. Change- the central conflict always has a change of some kind
- iv. Showing and Telling- A strong story has a balance.
- v. Action and Reflection
- vi. Narrative arc

**Practical Exercise- Building a scene with any of the four prompts below**

- i. A moment I will never forget is the time that.....
- ii. A moment I seriously surprised myself was when.....
- iii. If my life were a movie one unforgettable scene would be.....
- iv. Something someone said to, that I will never forget

**Example 1**

A moment I seriously surprised myself was when I decided to leave my 11-year-old marriage at 11 pm.

**Example 2**

If my life were a movie one unforgettable scene would be a day in 2018, were I woke up a divorcee. I stood up and said if God was a woman, what would He have done in my situation?

**Example 3**

If my life were a movie one unforgettable scene would be, the day I was arrested by ZRP in Mbare

**Example 4**

Something someone said to me that I will never forget is that one of my friends got a job through a type of corruption which is sextortion and was later psychologically tortured.

**Example 5**

Something someone said to me that I will never forget is that do not antagonise but organise yourselves and I will take you seriously.

**NB:** Take one of your responses to the prompts on the previous page and recreate the scene or moment in which it happened. Try to focus on just the scene, this day, this moment in time. Also try including details of external action (what happened) or internal action (what you were thinking and feeling, and how you reacted)

**NB:** Note any changes- what changes happened to you, changes that come to mind as follows.

- Did you experience a shift in perspective?
- Did you experience a shift in your feelings towards something or someone?
- Did you gain new knowledge?
- Did you start a new life or a career path?

Every experience is worth it; you can use a story to inspire others and impact change.

Advocacy also means changing the behaviours and attitudes of people

There is value when people connect what they do with their lived experiences.

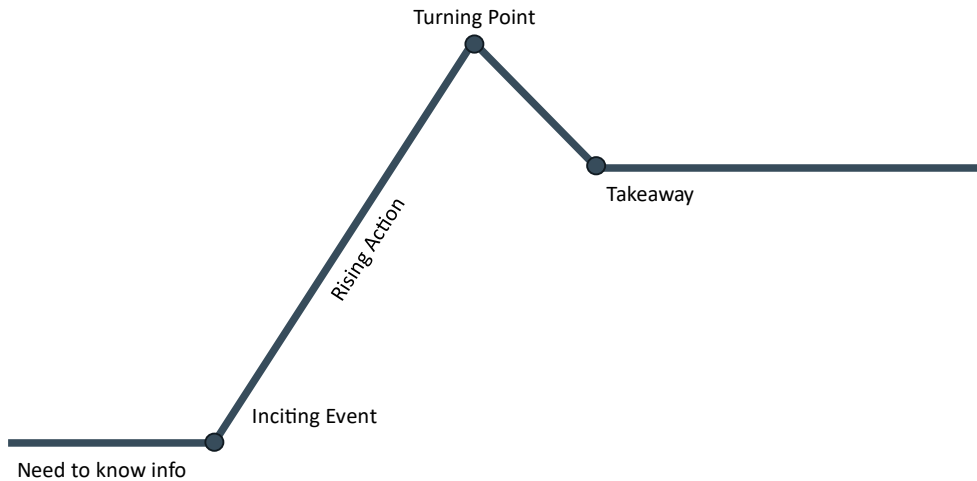


Figure 1: Narrative Arc

- People need to know what is your WHY in what you are doing today.
- Your story is the basis of impact and turning point
- It makes you a better advocate when you can align with what the organisation is trying to achieve
- Stories are powerful, they give power, voice and urgency

### 3. Next Steps and Key Insight from the Day.

- This meeting marked the closing of the first aspect of this initiative which focused on Strengthening Organisations
- The next stage/step will be focusing on civic engagement and strengthening participants' advocacy skills through a Policy Advocacy Lab process.
- Participants who wanted to continue with their storytelling journey based on what they had produced this afternoon were invited to expand on them and if they wanted to share them with the group SIVIO could create a repository on the Civic Catalyst Incubation Hub where participants could upload their stories.

Annexure:

### Annex 1 – List of Participants

<b>Name</b>	<b>Organisation/Initiative</b>
<b>Karen Manzera</b>	Pro-Democracy and Human Right Activist
<b>Evans Dakwa</b>	All for Climate Action (AFCA)
<b>Jacqueline Ndlovu</b>	Girl Empowerment Trust
<b>Cloris Mashonga</b>	HERVOICE Initiative
<b>Rumbidzai Chizarura</b>	Disability and Young Women Advocate
<b>Chiedza Sasa</b>	ChitChat Initiative
<b>Makanaka Mavesera</b>	Bringing Joy Love Life
<b>Asher Mutandiro</b>	Global Citizenship Education Zimbabwe
<b>Sheanesu Kwenda</b>	Vendors Initiative for Social and Economic Transformation (VISET)
<b>Rudo Mukanganise</b>	Zimbabwe Women Against Corruption Trust
<b>Ashlee Nhliziyo</b>	Lunia Centre for Youths
<b>Tinashe Matika</b>	Hwange Youth Empowerment Initiative
<b>Unika Kombora</b>	ZIMCODD
<b>Tapiwanashe Hadzizi</b>	Young African Intellectuals
<b>Juliet Mukoki</b>	Lawyer
<b>Kumbirai Kahiya</b>	Girls and Women Empowerment Network

## Annex 2: Program

<b>Time</b>	<b>Activity</b>
<b>0900hrs – 0915hrs</b>	Welcome and Introductions Facilitator – Nonstikelelo Nzula
<b>0915hrs – 1000hrs</b>	Legal Clinic – Recap of Legal Registration Options for Non-Profits in Zimbabwe Mr Caleb Mutandwa
<b>1000hrs- 1030hrs</b>	Legal Registration Options for Non-Profits in Zimbabwe Discussion Session Mr Caleb Mutandwa & Participants
<b>1030hrs – 1045hrs</b>	Tea Break
<b>1045hrs – 1145hrs</b>	Financial Management for Non-Profits – Discussion Session Eddah Jowah
<b>1145 hrs – 1230hrs</b>	Resource Mobilisation Tendai Murisa
<b>1230hrs – 1300hrs</b>	Question and Answer All
<b>1300hrs – 1400hrs</b>	Lunch
<b>1400hrs – 1500hrs</b>	Introduction to Communication – The Art of Storytelling Tendai Murisa
<b>1500hrs – 1515hrs</b>	Learning from each other – How are we telling our stories (Practical Exercise) All
<b>1515hrs – 1545hrs</b>	Presentations
<b>1545hrs – 1600 hrs</b>	Next Steps and Key Insights from the day
<b>1600 hrs</b>	Recording of Videos – Stories of Work Participants are Doing