

REPORT
CENTRES OF EXCELLENCE STAGE FOUR WORKSHOP

Country: Zimbabwe

Council: Manyame Rural District Council

Dates: 4-5 December 2012

Venue: Bronte Hotel



Participants at the Manyame Stage 4 &5 Workshop

Picture: Tapiwa Alvin Zvaraya



UCAZ



ARDCZ

Contents

EXECUTIVE SUMMARY	3
BACKGROUND	3
PROCESS AND ACTIVITIES	4
WELCOME & OPENING REMARKS	4
KEY GENDER CONCEPTS	5
SEX AND GENDER.....	5
<i>Definition of Terms</i>	5
GENDER & GOVERNANCE	6
MANAGEMENT & LEADERSHIP.....	7
PROBLEMS ASSOCIATED WITH LEADERSHIP.....	7
CONFLICT RESOLUTION	7
OUTCOMES.....	8
CLOSING REMARKS.....	8
ANNEXES	9
<i>ANNEX A: PROGRAMME</i>	9
<i>ANNEX B: ATTENDANCE LIST</i>	11
<i>ANNEX C: EVALUATION</i>	<i>Error! Bookmark not defined.</i>

Executive Summary

This is a report on the proceedings of the Centres of Excellence for Gender Mainstreaming in Local Government stage four workshop held from 4 -5 December 2012 at Bronte Hotel with Goromonzi and Manyame Rural District Councils.

This inception workshop came in light of the council's gender assessment and submission of their gender scorecard and situational analysis report.

The purpose of the programme was to;

- Build participants understanding around key gender concepts.
- To learn the concept of stereotypes and how these are seen in society.
- Build capacity around issues of gender, democracy and good governance
- Look at what makes good leaders through looking at transformative leadership
- Look at key concepts like gender policy and planning concepts
- To gain an understanding on conflict resolution and how conflict can be/is managed in council.

See the full workshop programme attached as **Annex A**.

Over the two days, the workshop was attended by council officials, councillors, officials from local government, women affairs ministries and other stakeholders. In total 33 participants (20 men and 13 women); see **Annex B** for the full workshop participants list. The evaluation is attached as **Annex C**.

Background

In 2003, GL undertook the first comprehensive study of the impact of women in politics in Southern Africa. One of the key findings of "*Ringing up the Changes, Gender in Politics in Southern Africa*" was that local government is a sadly neglected area of the gender and governance discourse. Taking heed of this finding, GL conducted ground-breaking research in 2006/2007, *At the Coalface, Gender and Local Government* covering South Africa, Lesotho, Mauritius and Namibia.

A key finding of this study was that few practical steps have been taken to mainstream gender in this tier of government or to build the capacity of councillors to lead this process. The study has since been extended to ten countries. In terms of process, once the research reports have been written up, GL hosts launch and strategy workshops in the respective countries with key stakeholders and partners, ideally the local government associations of that particular country to map out a way forward of how to roll out the strategy and host Gender and GBV action plan workshops. The launches are then followed by Gender and GBV action plan workshops that are held at a provincial, regional or district, level to ensure that all councils have gender action plans.

In 2009, GL signed an MOU with Zimbabwe Local Government Association- ZiLGA (umbrella body covering UCAZ and ARDCZ). GL in collaboration with ZiLGA then embarked on a study to find out women's representation and participation in local government and to assess the conditions necessary to increase the representation of women in local government in Southern Africa, and to ensure their effective participation.

A strategy workshop was held in February 2010 in Kadoma and representatives from MWAGCD, MLGRUP, UCAZ, ARDCZ as well as other partners took part.

In March 2010 GL convened the first Gender Justice and Local Government Summit and Awards to gather evidence of institutional and individual initiatives to empower women and end gender violence. The recommendations of this event informed the need for councils to become Centres of Excellence for Gender Mainstreaming in Local Government to ensure that Councils have the necessary support to address issues of gender across all spheres. GL further took the regional Gender Justice and Local Government Summit and Awards to National level and in 2012 held its first ever national summits in Botswana, Madagascar, Mauritius, Namibia, Zambia and Zimbabwe. This buttressed the notion of Centres of Excellence Work and the need to incorporate more councils into the program as echoed by the Zimbabwe Minister of Local Government, Urban & Rural Development. This was followed by Training of Trainers in programme September 2012 which was meant to capacitate Gender Focal Persons (GFPs) so that the cascading process of all councils to all 92 councils in Zimbabwe.

Process and activities

The 2 - day training programme employed the learning by doing approach which enables participants to be involved in the activities. To this end the material makes use of role plays, exercises and relative and informative case studies used to provoke thought and discussions about and plan the work of Councils from a gender perspective.

Issues covered in the programme included key gender concepts, sex and gender, stereotypes, gender and governance and conflict resolution.

Welcome & Opening Remarks

The GFP, Tariro Chimbindi gave opening remarks stating that it was a pleasure having to work with GL and for being incorporated into the COE program. It was his hope that many of the questions that lingered on many people's minds on what gender mainstreaming is all about would be answered through this workshop. He said it was imperative for participants to understand what gender entailed so that it could be used in council processes. It was his hope that everyone would participate and give their ideas and opinions as both Manyame and Goromonzi Rural District councils sought to learn from each other.



Tariro Chimbindi, Manyame GFP giving opening remarks
Photo: Tapiwa Zvaraya

GL Country Manager, Priscilla Maposa thanked participants for setting aside their precious time attending the workshop. She stated that it was her hope that both

participants and GL would learn from this experience as well as Manyame's experiences. For the benefit of new participants she went through the history of GL in the region and in Zimbabwe since inception. In addition, she gave an in-depth explanation of the Centres of Excellence (COE). Furthermore she talked about the current 16 days and the just ended GBV indicators research.

Key Gender Concepts

Sex and Gender

Definition of Terms

Participants did the card swapping exercise to differentiate between sex and gender. They were able to differentiate between sex and gender. Participants defined sex as the biological nature of men and women, while gender is the socially constructed views about men and women. Participants reiterated that these socially constructed views change with time.

Participants also did the see-saw exercise in which they stated that in Manyame the balance of power wrested with women as the council had a female CEO, Finance Manager, and District Administrator. Participants proffered solutions on what could be done to level the playing field. The group identified the following solutions:

- Need for affirmative action policies to promote women.
- To expose women to literacy and improve them.
- The need for local government foras e.g. ZiLGA, WLGf to advance the notion of uplifting women.

The group did the exercise on stereotypes noting that stereotypes socially constructed beliefs about what men and women should do or not do. They alluded that stereotypical tendencies were re-enforced in the proverbs, idioms, songs, culture, and religion. The following were some of the proverbs, idioms, songs, culture, tradition, and religion that participants felt reinforced stereotypes in society:

- "Chakafukidza dzimba matenga".
- "Mukadzi mutsvuku munaku, akasaroya anoba".
- "Musha Mukadzi".
- "Mbudzi kudya mufenje hufana nyina."
- "Kufa kwemurume kubuda ura".
- "Chembere mukadzi, hazvienzani nekurara mugota".
- "Chembere masikati, usiku imvana".

Some songs were also stereotypical in nature;

- "Tafadzwa Nyarara"- Alick Macheso.
- "Neria"- Oliver Mutukudzi. It socialized women to stay strong even in the wake of hardships like death.
- "Basa riri pano"- Paul Matavire. It insinuated that for women to get jobs they must have affairs with the boss.

Participants highlighted that some traditions and cultural practices were also re-enforcing stereotypical tendencies.

- Kuroodza (bequeathing your daughter to a man for financial gain).

Religious practices were also at the fore of re-enforcing stereotypes like the fact that women are not allowed to speak in church. People are often seen misquoting the bible particularly the verse that says "A woman shall submit to her husband". They use these type of verses to undermine women.

In the case of the media, participants stated that the media more often than not re-enforced stereotypes as the adverts in some media publications used nude pictures of women. In addition the media had a tendency of interviewing men on issues to do with the economy, health, and even issues that affect mostly women like water.

Gender & Governance

Participants defined good governance as a process that entails equality, representation, participation, and accountability. Participants highlighted that there was a direct link between gender and governance as they noted that there was a need to take into account the dynamics of gender in the workplace.



Manyame Chairperson Cllr Ruatika jotting some notes Photo: Tapiwa Zvaraya

Manyame Rural District Council reiterated that in terms of putting in place measures that ensure that there is a balance in women politicians in the council they stated that council could not go it alone. There was need to partner and lobby other entities like political parties and government to step in so that the process may be simpler and attainable.

Participants were introduced to the Access-Participation-Transformation framework. Participants highlighted that in terms of access, there were numerous factors that inhibited women's participation. The following reasons were given:

- Women do not support each other, they are jealous of each other.
- Women aspiring to enter into the political field or those who are already there are viewed as prostitutes
- Women are confined to the private sphere of life.
- Women lack the resources that might enable them to participate.
- Women are too committed to their work as they are multi-tasked so have less time for other activities.
- Lack of confidence.
- Socialization has been a major factor that has inhibited the participation of women.

Participants were in agreement that there was a need to change the mind-sets and behaviours of men in regards to women's participation in politics. They were quick to highlight that women would over govern men but men had such huge egos they did not want women to express themselves. The group also stated that there was need to teach

communities about the 50/50 at village level so people would see the importance of women's representation.

Management & Leadership

Participants defined management as the science of getting things done. A manager as a person with the ability to plan, lead, organise and coordinate. A manager is a person who gets results from other people. Managers are policy implementers. On the contrary a leader was defined as a person with the qualities to influence other people as well as being a visionary. He/she is very persuasive and has a lot of charisma. They also stated that a leader could be born or made. Leaders are policy formulators.

Problems associated with leadership

The group noted that being a leader does not always come cheap. There are a lot of problems associated with being a leader and these are highlighted in the table below:

What do communities expect from their leaders	How can communities contribute to good leadership	What are problems associated with leadership
<ul style="list-style-type: none"> • Efficient service delivery • Transparency. • Accountability. • Trustworthiness. • Consultation. • Ability to resolve problems. • A visionary leader. • Feedback (communication) 	<ul style="list-style-type: none"> • Payment of debts and rates. • Participation in council and ward meetings. • Supporting their leaders. • Stakeholder participation. • Positive criticism. • Give advice. 	<ul style="list-style-type: none"> • Political interference. • People expect free service. • Back-stabbing. • Lack of trust/suspicion. • Resistance. • Abuse of power. • Shortage of resources.

Conflict Resolution

Participants defined conflict as a state of affairs where there was disagreement on issues regarding certain matters. They stated that conflict may occur in the workplace or at home. The most common causes of conflict in the home were financial, parenting, decision-making, and conjugal rights issues. At work the most common causes of conflict were sexual harassment, role clarity and financial issues.

Participants stated that conflict can be managed by dialogue. In the case that conflict cannot be resolved then there was need to enlist the services of a third party e.g. the District Administrator or Provincial Administrator. Participants also highlighted that there was need for councillors/political figures to work together regardless of political affiliation.

Council has a grievance procedure that is meant to resolve conflict in the workplace. There is an existing body in the form of the union-management committee who resolve workers issues amicably. Participants admitted that there was always conflict between workers and the management team in council but issues have been resolved peacefully. Participants were quick to note that dialogue was the panacea to any conflict. Where there has been

conflict between local government and other government entities, participants cited that there was need to cut down on bureaucratic processes. They however cited that the major reason for conflict was shortage of resources in council.

Outcomes

Through the course of the workshop, participants gained knowledge on the differences between sex and gender. They alluded that stereotyping was the main cause of gender imbalances in the employment sector.

Closing Remarks

The council deputy chairperson, councillor Masenda gave the closing remarks, in which he thanked GL for their program, having attended one such program where there was no inclusion of men. "The training of both men and women in gender is imperative so that we all understand what it entails," he said. We have learnt a great deal and we are looking forward to go and enlighten our communities he stated. Let us go out and implement our action plans.



Cllr Masenda giving closing remarks Photo: Tapiwa Zvaraya

ANNEXES

ANNEX A: PROGRAMME

PROGRAMME STAGE FOUR AND FIVE: INCEPTION & ACTION PLANNING WORKSHOP



DAY/TIME	ACTIVITY	TIME	WHO
DAY ONE:			
8:00 – 8:30	Registration	30 min	GL
8:30 – 8:45	Opening	15 min	GL/T. Chimbindi
8:45 – 9:00	Introductions and objectives Expectations from participants To develop guidelines of participation Eyes and Ears	15 min	GL/T. Chimbindi
Key gender concepts			
9:00 – 10:00	Sex and gender	1 hour	GL
10:00-10:30	Group work on stereotypes	30 min	All
10:30 – 11:00	<i>TEA</i>		All
11:00-11:30	Report back	30 min	All
Gender, governance and transformative leadership			
11:30-12:00	At the Coalface DVD	30 mins	
12:00- 13:00	Access, participation, transformative leadership Group work (role plays)	1 hr	GL/All
13:00 – 14:00	<i>LUNCH</i>	30 min	GL
Conflict resolution			
14:00 – 14:30	What is conflict?, Conflict at the local level	1 hr	GL
14:30-15:00	Resolving conflict	30 min	All
15:00 – 15:30	<i>TEA</i>	30 min	GL
Gender policy and planning concepts			
15:30 – 17:00	Practical and strategic needs Gender mainstreaming Gender blind and gender aware policies Gender disaggregated data Gender budgeting	1 hr 30 min	GL
17:00	Closure		All
DAY TWO:			
Gender and the economy			
8.00 – 8.30	The unwaged work of women	30 min	GL
8:30 – 9:30	Care work	1 hr	GL
Local Economic Development			
9:30 – 10:30	Gender and local economic development Strategies for local economic development	1 hr	GL
10:30 – 11:00	<i>TEA</i>	30 min	All
Sustainable Development (Climate Change)			

DAY/TIME	ACTIVITY	TIME	WHO
11:00 – 11:45	Definitions / background Impact of climate change on gender	45 min	GL
Gender Based Violence			
11:45-12:30	Key GBV provisions in the SADC Protocol on Gender and Development. GBV as a key service delivery issue	45 min	GL
Developing a Gender Action plan			
12:30 – 13:00	Developing a gender and GBV action plan	30 min	Groups
13:00 – 14:00	<i>LUNCH</i>		
14:00 – 15:00	Developing a gender and GBV action plan	1 hr	Groups
15:00 –15:30	<i>TEA</i>		
15:30 –17:00	Developing a gender and GBV action plan	1 hr 30 min	Groups
17:00	Closure		
DAY THREE: Cont. Developing a Gender Action plan			
8:00 – 9:30	Developing a gender and GBV action plan	1 hr 30 min	Groups
Prioritising the action plans			
9:30 – 10:30	Prioritising the action plans	1 hr	Groups
10:30 – 11:00	<i>TEA</i>	30 min	
11:00-12:00	Review of action plan	1 hr	Groups
12:00 -12.30	Agreement on gender task team to finalise plan	30 min	Groups
12:30-13.00	Closure, way forward and agreement on how the plan is to be adopted	30 min	All

ANNEX B: ATTENDANCE LIST
MANYAME RURAL DISTRICT COUNCIL STAGE THREE
4-5 DECEMBER 2012
BRONTE HOTEL, HARARE

NAME	SEX M/F	ORGANISATION	DESIGNATION	PHONE	FAX	E MAIL
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Tichaona	M	MANYAME RURAL	COUNCILLOR	+263777062293		

NAME	SEX M/F	ORGANISATION	DESIGNATION	PHONE	FAX	E MAIL
munhunepi		DISTRIC COUNCIL				
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Mubayi tobias	M	MANYAME RURAL DISTRIC COUNCIL	COUNCILLOR	+263773491272		
Samunya eric	M	LOCAL GOVERNMENT	ADA	+263777541465		
Munjanga edson	M	MANYAME RURAL DISTRIC COUNCIL	PLANNER	+263773286107		eddymunjanga@yahoo.co.uk
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Muronzi victor	M	MANYAME RURAL DISTRIC COUNCIL	COUNCILLOR	+26377726311		
Chatsika charles	M	MANYAME RURAL DISTRIC COUNCIL	COUNCILLOR	+263775177723		
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NAME	SEX M/F	ORGANISATION	DESIGNATION	PHONE	FAX	E MAIL
Cuthbert						
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P. Maposa	F	Gender Links	Country Manager	+263772735722		zimlocalgvt@genderlinks.org.za

Statistics by gender

Male	23	65.7%
Female	12	34.3%
Total	35	100%

ANNEX C: EVALUATION

Date: 4-5 December 2012

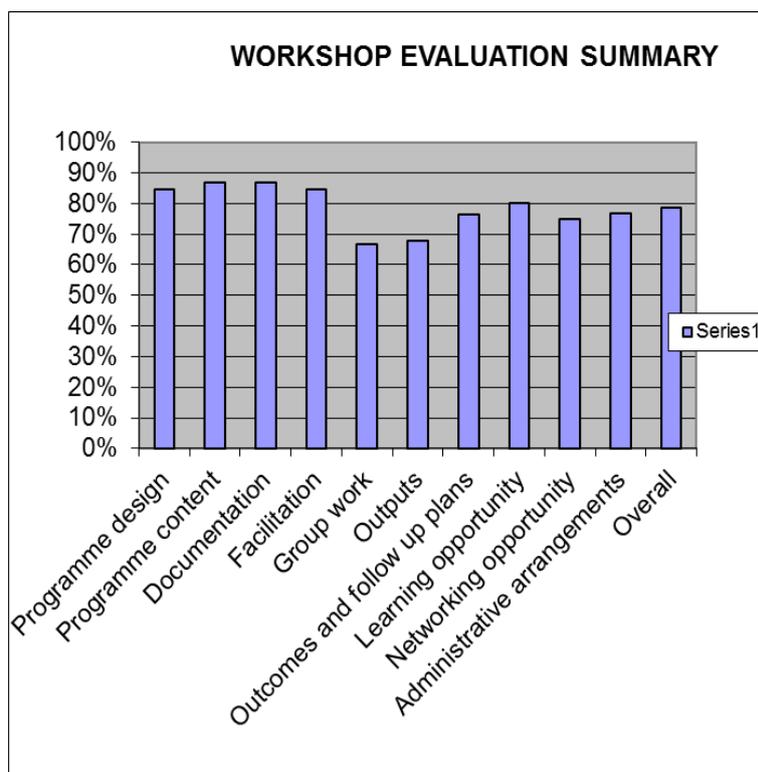
Venue: Bronte Hotel

9 Evaluations received

	1	2	3	4	5	6	7	8	9	10	Total
Programme Design							1	4	3	1	9
Programme Content							2	2	2	3	9
Documentation							1	4	1	3	9
Facilitation						1	1	1	5	1	9
Group Work				1	1	2	2	2	1	0	9
Outputs						5	1	3	0	0	9
Outcomes & Follow Up plans						2	0	5	1	0	8
Learning Opportunity						1	3	2	1	2	9
Network Opportunity					1	1	3	3	0	1	9
Administrative Arrangements						3	2	1	1	2	9

WORKSHOP EVALUATION SUMMARY

	Evaluation area	Rating
1	Programme design	84%
2	Programme content	87%
3	Documentation	87%
4	Facilitation	84%
5	Group work	67%
6	Outputs	68%
7	Outcomes and follow up plans	76%
8	Learning opportunity	80%
9	Networking opportunity	75%
10	Administrative arrangements	77%
11	Overall	79%



COMMENTS

1. Which session did you find most useful? Why?

- Conflict Resolution because all conflict is resolved through dialogue.
- Gender & Sustainable Development.
- Gender & the economy. It recognises the important function women in the informal sector have in the society.
- Gender planning concepts. Clearly defines the meaning of gender.
- Transformative leadership.
- Gender and Climate change. Its impact on gender.
- Developing a gender action plan.
- Gender & LED

2. Which session did you find least useful? Why?

- Stereotypes. I do not see anything wrong with that.
- The unwaged work of women.
- None. All sessions were useful.
- Conflict Resolution.

3. How will you apply what you have gained from this engagement?

- Educating others through meetings.
- Promote sustainable development so that there is continued existence.
- Spread the message to co-workers and community.
- By meeting at lunch hour and going through the manual

4. Any other comments?

- Workshop was very excellent, we need more of these.
- Continue with the good work and promote gender equality.
- I wish Gender Links could go into the wards and educate as well as hold frequent workshops.
- Need for follow up workshop.

Facilitation was made in both languages which made it easier for participants to contribute meaningfully