

**REPORT**  
**Harare City Council Hub and Spoke Launch**

**Country: Zimbabwe**

**Dates: 17 September 2019**

**Venue: Cresta Lodge, Masasa, Harare**



**Participants at the Harare City Council hub and spoke launch Photo: Tapiwa Zvaraya**

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## Executive summary

This is a report on the Harare City Council hub and spoke programme launch held on the 17<sup>th</sup> of September 2019 at Cresta Lodge Masasa, Harare.

The participants of the workshop consisted of, Town Clerks, gender focal persons, Heads of Departments from Harare City Council, Epworth Local Board, Chitungwiza Municipality, Norton Town Council and Ruwa Local Board and representatives from the Ministry of Local Government, Public Works and National Housing and Diakonia Zimbabwe.

There were 37 participants in attendance, 17 female and 20 male, see **Annex B for** a detailed participants list. The workshop programme is attached as **Annex A**.

## Objectives of the launch

Dorothy Mavalwane gave the objectives of the workshop as follows:

- To get an appreciation of the background to the Centres of Excellence programme for gender mainstreaming in local government.
- To get a deeper understanding of the hub and spoke programme in local authorities.
- To discuss the concept of gender mainstreaming.
- To discuss the concept of gender budgeting.
- To review action plans.

## Process and Activities

The hub and spoke launch was characterised by presentations and plenary discussions by participants. Harare City Council was presented with their certificate of recognition for being a hub council in Harare Province.

## Welcome and opening remarks

Gender Links Zimbabwe Country Manager, Priscilla Maposa welcomed everyone to the workshop. She thanked everyone for setting aside their time and roles in council to attend the workshop.

## Remarks from Ministry of Public Works and National Housing

Representing the Ministry of Local Government Public Works and National Housing, Munyaradzi Motsi stated his pleasure at being at the workshop. He highlighted that the centres of excellence programme by Gender Links was the Ministry's programme of choice. He stated the achievements of the Centres of Excellence programme witnessed by the Ministry which include but not limited to the formulation of stand-alone gender policies by councils. Motsi stated that the directives and other issued by the ministry on gender mainstreaming have seen local authorities responding positively.

Motsi went on to enlighten councils present that Gender Links was working with the Zimbabwe Local Government Association to support the Women in Local Government Forum (WLGf) in urban and rural local authorities. WLGf had already developed a 2019 work plan and it was his hope that one WLGf national executive structure be put in place so as for the women to speak with one voice.



Munyaradzi Motsi giving remarks on behalf of the Ministry of Local Government  
Photo: Tapiwa Zvaraya

He concluded by reiterating that the Ministry will support the hub and spoke programme as it sought to sustain the Centres of Excellence programme through the establishment of networks.

### **Background to the Centres of Excellence Programme**

Priscilla Maposa gave a background of the Centres of Excellence (COE) programme. In her presentation she stated that the programme piloted in Zimbabwe in 2010 after a research that identified that there were no practical steps being taken to mainstream gender at the local level. As such it was essential for local authorities to formulate gender related policies and include gender in the councils' agenda. Maposa stated that the Centres of Excellence programme was now cascaded to all the 92 local authorities in Zimbabwe. 83 of the 92 local authorities had developed and were implementing their gender action plans. The remaining 9 had just joined the programme and were yet to develop the action plan.

Maposa explained the 10 stage process, stating that councils are constantly monitored for progress, particularly during the summit, held annually where all the councils' performances are rated by independent adjudicators. Councils are then awarded with colour coded certificates ranging from blue, green, bronze, silver, gold and platinum based on their score.

Maposa also highlighted the achievements of the COE programme to date as follows:

1. High level support from the Ministry of Local Government Public Works and National Housing.
2. Ministerial Directives that have led to gender being built into the job descriptions of Town Clerks and Chief Executive Officers.
3. Councils are now setting aside budgets for gender.
4. Some councils have developed stand- alone gender policies

While there have been notable achievements in the COE programme, participation and representation of women as councillors and officials at the local level. The proportion of female councillors has declined over the last 3 elections from 18% (2008) to, 16 % (2013) and 14% (2018). Maposa stated that there was need for stakeholders to engage and ensure that a lasting solution could be found to address this. She stated that the Zimbabwe Gender Commission was conducting stakeholder meetings on how to ensure that women's political representation at the local level is improved in the next election. Maposa, however reiterated the need for constant Monitoring and Evaluation of gender programmes in council.

Questions arose on the extent to which new councillors have been trained on gender mainstreaming. Concerns also rose on the need for Gender Links to avail funding for programmes.

### **Zimbabwe hub and spoke programme**

Priscilla Maposa, the Gender Links Country Manager explained the hub and spoke programme. She stated that the programme was a new model of the COE programme which came about after an evaluation of the COE programme in 2016. The evaluation recommended:

1. A programme where the stronger councils would provide mentorship to the other councils.
2. A focus on depth rather than breadth which emphasized on strengthening the programme by equipping the stronger councils with relevant skills to mentor other councils.

3. That Gender Links works in new thematic areas in line with the SDGs including Sexual Reproductive Health Rights.
4. Working with other target groups to enhance citizen participation particularly youths and junior councils.

Maposa explained that the hub and spoke programme sought to promote learning and sharing through exchange visits, benchmarking, and multi-stakeholder partnerships on specific service delivery themes. The ultimate goal was to enhance gender responsive service delivery and accountability.

She highlighted that it was essential that both hub and mentee councils work together. The responsibilities of being a hub were on a rotational basis such that even mentee councils would be hub councils depending on their performance during this period.

### Harare City Council presentation

The City of Harare, Gender Focal Person gave a video presentation of the gender work taking place in Harare since they became a centre of excellence. The video outlined how the City is taking on board female employees in sectors like the fire department which was previously a domain for men. Through time the council has managed to be more gender sensitive with the establishment of one stop centre Gender Based Violence Clinic. Largely Harare has improved from an initial score of 56% at the beginning to the current 80% as of the 2018 summit.



Harare City Council Gender Focal Person Chenai Dhedheya receives the council Hub Certificate  
Photo: Tapiwa Zvaraya

The council was presented with their certificate of recognition as a hub council responsible for mentoring local authorities in Harare Province (Chitungwiza Municipality, Epworth Local Board and Ruwa Local Board).

### Gender Mainstreaming

Priscilla Maposa made a presentation on gender mainstreaming. She defined gender mainstreaming as the **process** of assessing the implications for women and men for any planned action in all areas and at all levels. For the benefit of other participants Maposa defined **gender** and **sex**.

Participants had an indepth discussion on how to improve service provision in councils. They cited community awareness and mobilization as important and integral to improving service provision. Participants also discussed the gender implications on public lighting, land use planning, waste management and local economic development.

Through all the discussions Maposa highlighted that gender mainstreaming was a necessity in councils as local authorities gave basic services which affected women and men differently.

### Gender Responsive Budgeting

Priscilla Maposa presented on gender budgeting. She defined gender budgeting as a variety of processes and tools which aim to enable a gender impact assessment of government budgets including local government. It's an analysis of budgets, both income and

expenditures, from a gender perspective, that identifies the implications for women and girls as compared to men and boys. While stating the benefits of gender budgeting, Maposa commended local authorities for budgeting for gender highlighting that they should include some parts of their action plans in the budget process. She was delighted to be talking about this topic at a time when local authorities were doing budget consultation meetings.

### **Way Forward**

As a way forward councils gave their suggestions on what needed to be done for the future of the hub and spoke programme. Harare City Council highlighted the need for capacity building of new councillors, while Chitungwiza Municipality saw the need for local authorities personnel to share their gender action plans so that councils can be able to allocate financial resources for gender mainstreaming.

### **Closing Remarks**

The Director of Finance for Chitungwiza Municipality, Evangelista Machona gave the closing remarks. She thanked Gender Links and the Ministry of Local Government, Public Works and National Housing for their support. She also thanked all the councils for their participation and Harare City council for being an exemplary Hub council.



Evangelista Machona giving closing remarks Photo: Tapiwa Zvaraya

ANNEXES

**Annex A: Programme**



DAY/TIME	ACTIVITY	WHO
8:00 – 8:30	Registration	GL/GFPs
8:30 – 8:45	Introductions and welcome	GL
8:45 – 9:00	Objectives	Hub GFP
9:00 - 09:15	Remarks from the Ministry of Local Government	Ministry of Local Government, Public Works & National Housing
9:15 - 10:00	Background to the Centres of Excellence programme for gender mainstreaming in local government	GL
10:00 - 10:30	What is the hub & spoke? What has been done to date? How do you think the programme can be improved?	All
10:30 - 11:00	Harare City Council Presentation	Harare City Council
11:00 - 11:30	<b>TEA</b>	GL
11:30-12:00	<b>Gender Mainstreaming</b> What is gender mainstreaming? How do we mainstream gender? Case studies from councils Discussion Hub & Spoke Programme	All
12.00 - 12:30	Discussion	GL
12.30 - 13:30	<b>Gender Budgeting</b> What is gender budgeting? How can councils ensure their budgets are gender sensitive? Case studies from councils	All
13:30 – 14:30	<b>LUNCH</b>	All
<b>The future of the COE programme</b>		
14.30 - 15:45	Review of Action Plans	All
15:45 - 16:00	Discussion/Presentations	GL
16:00-16:05	Presentation of Hub & Spoke Certificate	Ministry of Local Government, Public Works and National Housing
16:05 - 16:30	Way forward & Closure	All



## Annex B: Participant List

**GENDER LINKS ZIMBABWE**  
**17 September 2019**  
**Cresta Lodge Masasa, Harare**

**DAILY REGISTRATION FORM**

Name	Sex	- 1 8	18- 25	26- 40	41- 50	51- 60	60 +	Organization	Designation	Email	Cellphone
Blessings Chidhakwa	M							Zimpapers	Reporter	<a href="mailto:bchidakwa@yahoo.com">bchidakwa@yahoo.com</a>	+263716632886
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Joseph Zvareva	M							Epworth Local Board	Eng Manager	<a href="mailto:jozvareva@gmail.com">jozvareva@gmail.com</a>	+263773614070
Nathaniel Munhamo	M							Ruwa Local Board	Internal Auditor	<a href="mailto:nmunhamo@yahoo.com">nmunhamo@yahoo.com</a>	+263775273850



Name	Sex	- 1 8	18- 25	26- 40	41- 50	51- 60	60 +	Organization	Designation	Email	Cellphone
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#### Attendance by sex

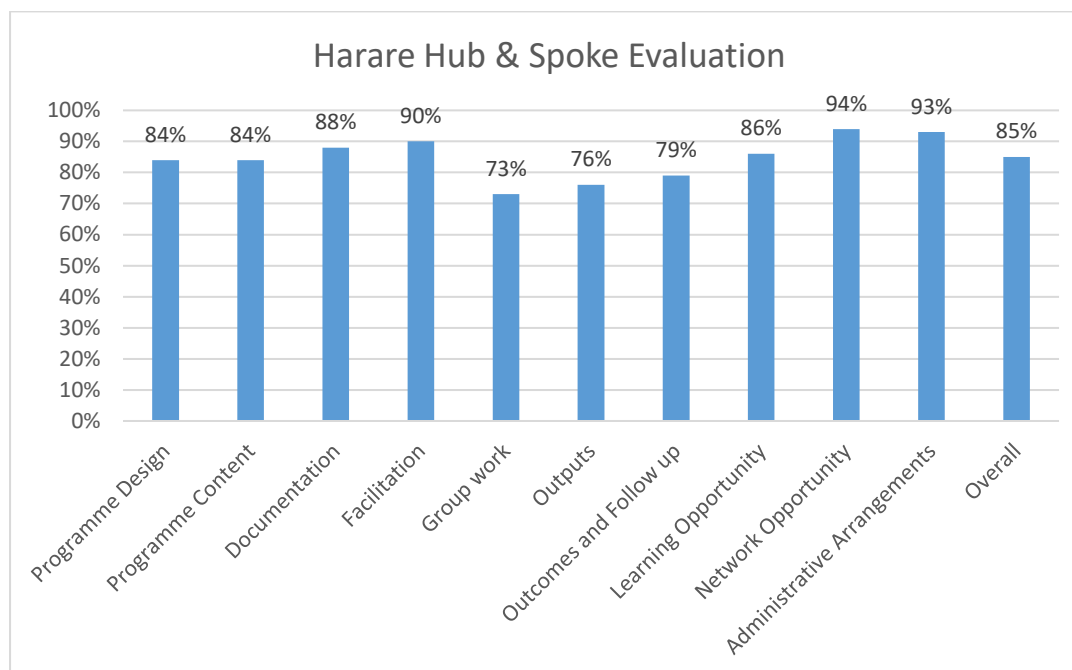
<b>Female</b>	17	60.5%
<b>Male</b>	20	39.5%
<b>Total</b>	<b>37</b>	<b>100%</b>

## Annex C: Evaluation

**Date: 17 September 2019**

**Venue: Cresta Lodge Masasa, Harare**

### Workshop Evaluation Summary



At the end of the strategy meeting, participants were asked to evaluate the meeting. Results in Figure 1, show that overall, 85% of the participants were satisfied with the strategy workshop. Generally, participants' level of satisfaction ranged from 73% on group work to 94% on networking opportunity. 90% of participants were highly satisfied with facilitation and 93% rated highly the administrative arrangements, 86% saw the meeting as a learning opportunity, and another 88% of the participants were satisfied with the documentation. Group work, outputs and outcomes were rated at 73%, 76% and 79% respectively.

### **COMMENTS**

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

- The presentation on gender mainstreaming concept
- I loved the part where one had to identify himself or herself with parts of car in relation to the organisation. This was more useful as it made one to introspect on his/her contribution to the gender mainstreaming in the organization. No position seemed to be more important than the other but only that one need to act so as to bring about results
- Hub and Spoke component. The session managed to shed more light on program sustainability as well as clear Council roles and expectations
- Gender mainstreaming because I learned the meaning. It is also a strategy and an integral part of design, implementation and monitoring of projects.
- Gender budgeting
- Gender based budgeting

- Gender Responsive Budgeting. It helps to keep in line with budgeting components
- Gender Responsive Budgeting. It caters for women who are the most vulnerable.
- Gender Mainstreaming. It suggested strategies on how to push for gender parity.
- Gender Mainstreaming. Definitions were clear and roles explained.
- Gender Mainstreaming in local government. It is quite relevant to the situation.
- Gender Based Budgeting. It was an opportunity to learn on gender programmes with the council budget.
- Background to the Centres of Excellence programme. I got to know about Gender Links
- All sessions because we had the opportunity for other staff to appreciate gender issues.
- All sessions because all important issues on gender mainstreaming were covered.

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

- None.
- No session seemed least useful as of today.
- All the topics were useful.
- Background to the COE because I already knew about it.

**3. How did the workshop contribute to learning and or sharing? Please give examples.**

- The workshop was quite helpful in having an understanding of gender issues.
- It has created enthusiasm and a sense of ownership.
- It was a great platform for learning and sharing and the platform was beneficial especially for understanding where we are going as Local authorities.
- The video presentation by Harare City was very informative. We could equally participate during discussions.
- We had an opportunity to learn from other local authorities through presentations and suggestions given.
- I managed to interact with other local authorities at different levels.
- I now have a sense of involvement being a Finance Director. I used to think Gender Responsive Budgeting was for Gender Focal Persons only.
- It helped me to know areas of improvement and how to do it.
- I was able to appreciate what councils are doing in the COE programme.
- The Harare city council video was quite educative, enriching and self-explanatory.

**4. How will you apply this?**

- Hold sensitisation meeting to disseminate the outcomes.
- By implementing some of the gender related policies.
- I will make sure that I go back and consult various council departments especially on case studies and review on work plans.
- At my workplace I expect to share with my colleagues as well as superiors.  
Recommendations made need to be followed up on
- We will work as a team with City of Harare.
- I will try to mobilize women to engage in recycling for economic empowerment.
- As an internal auditor I will assist the Gender Focal Person to be accorded the opportunity to present gender issues on appropriate platforms.
- I will fund the programme in council fully.

- Recommend to Town Secretary the necessity of gender mainstreaming.

**5. Any other comments?**

- The workshop was beneficial as I get to understand the need for gender mainstreaming when planning.
- There is need for more workshops.
- More engagements and support of Gender links are still needed for continuous growth and guidance.
- Gender links needs to continue with this backstopping to council's so that momentum is not lost.
- Keep up the good work Gender Links.
- More workshops with HODs strengthen gender mainstreaming in councils.
- Thank you Gender Links.
- Gender Responsive Budgeting should be visible and add value to communities.
- We need more workshops for councillors.
- Workshop was well organized.