

REPORT STAGE FOUR WORKSHOP

Country: Zimbabwe
Council: Kwekwe City Council
Dates: 29-30 November 2012
Venue: Golden Mile Motel



Participants at the Kwekwe Stage 4 & 5 Workshop Picture: Tapiwa Alvin Zvaraya



UCAZ



ARDCZ

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of the Centres of Excellence for Gender Mainstreaming in Local Government stage four workshop held from 29– 30 November 2012 at Golden Mile Motel with Kwekwe City Council.

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 and councillors. In total 33 participants (20 men and 13women); 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

and participation in local government and to assess the
the representation of women in local government in
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, Athanas Chidzurira facilitated the introductions before the mayor, councillor Tobaiwa gave opening remarks. In his opening remarks he stated that Zimbabwe had ratified the SADC Protocol on Gender & Development. "We must therefore create mechanisms for ensuring women's equal participation in all areas of decision-making by 2015. This can only be achieved by making synergies with development partners. We have travelled a very long journey with Priscilla Maposa in championing the cause of women in the field of gender and governance." He urged all participants to give contributions and exercise their right to participate.



**Mayor Tobaiwa 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

well as Kwekwe's experiences. For the benefit of new history of GL in the region and in Zimbabwe since 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 a human being, while gender are the socially constructed views about men and women. The group did the exercise on stereotypes noting that stereotypical tendencies were re-inforced 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 matemba".
- "Mukadzi mutsvuku munaku, akasaroya anoba".
- "Musha Mukadzi".
- "Mvura bvongodzo, ndiro gadzano".
- "Chembere mukadzi, hazvienzani nekurara mugota".

Some songs were also stereotypical in nature;

- Mukadzi wemumba ihurungudo, dadai naye- Tongai Moyo

Participants highlighted that some traditions and cultural practices were also reinforcing 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.

In the case of the media, participants stated that the media more often than not reinforced stereotypes as the adverts in some media publications used nude pictures of women. In addition the media had a tendency of putting women with high positions under immense scrutiny. On the contrary however some participants argued that the media gave women equal opportunities, but they do not wish to participate owing to socialization.

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 consideration gender issues in the workplace.

Kwekwe City council has taken affirmative action to ensure that women are put on board in the organisation. The council has a deliberate affirmative action policy that advocates that

during job interviews. The GFP stated that this was

Participants were introduced to the Access-Participation-Transformation framework. Participants highlighted that in terms of participation there was equal participation between men and women in council. In terms of Access they alluded that education was of paramount importance in governance issues. They also stated that culture and religion had a bearing on why women could not gain access to governance issues. The general consensus was that there was need to have more gender sensitive policies to enable the participation of women if any transformation is going to be achieved. The group went through the case study on what keeps women out of politics and had the following to say about the barriers to women’s participation in politics:



Participant explaining the barriers to women’s participation Photo: Tapiwa Zvaraya

- Women do not want to venture into politics because of the fear of being labelled as prostitutes.
- Women lack the resources that might enable them to participate.
- Women are too committed to their work as they are multi-tasked.
- Women do not support other women.
- 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 of men in regards to women’s participation in politics.

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. 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. The biggest difference they made was that a manager leads from the top-down while a leader leads from the bottom-up.

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. • Teamwork. • Control. • Development 	<ul style="list-style-type: none"> • Payment of debts and rates. • Participation in council and ward meetings. • Supporting their leaders. • Stakeholder participation. • Get education. 	<ul style="list-style-type: none"> • Political interference. • Ethnicity • Lack of trust/suspicion. • Resistance. • Type of language used. • Abuse of power.



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ive advice.	<ul style="list-style-type: none"> • Shortage of resources.
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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 were usually issues of finances, disciplining of children, strikes at work and lack of role clarity.

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 mayor, councillor Mkosana gave the closing remarks, in which she thanked GL for their patience. She said "It is not easy to deal with adults but you have endured until the end". She stated that there had been ups and downs in council and she was glad that council had operated above their differences.



Deputy Mayor Councillor Mkosana giving closing remarks Photo: Tapiwa Zvaraya

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/Mayor-S. Tobaiwa
8:45 – 9:00	Introductions and objectives Expectations from participants To develop guidelines of participation Eyes and Ears	15 min	GL/A. Chidzurira
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

		TIME	WHO
	ange)		
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
KWEKWE CITY COUNCIL STAGE THREE
29 NOVEMBER 2012
GOLDEN MILE, KWEKWE**

NAME	SEX M/F	ORGANISATION	DESIGNATION	PHONE	FAX	E MAIL
A. P Sithole	M	Kwekwe council	Councillor	+263773014839		
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			DESIGNATION	PHONE	FAX	E MAIL
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T. Zvaraya	M	Gender Links	Prog. Assistant	+263773955517		progzimbabwe@genderlinks.org.za

Statistics by gender

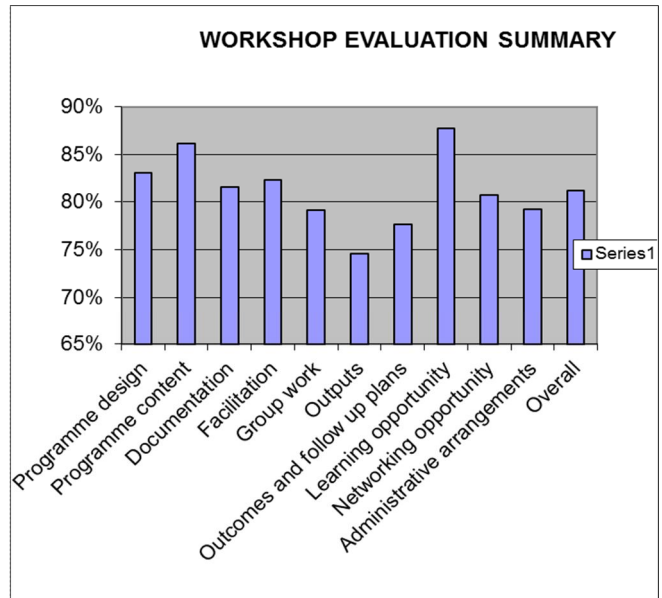
Male	20	60.6%
Female	13	39.4%
Total	33	100%

Venue: Golden Mile
13 Evaluations received

	1	2	3	4	5	6	7	8	9	10	Total
Programme Design					1	2	0	3	3	4	13
Programme Content						2	0	3	4	4	13
Documentation					1	2	2	1	3	4	13
Facilitation						1	4	3	1	4	13
Group Work					1	1	1	5	3	1	12
Outputs					1	2	4	3	2	1	13
Outcomes & Follow Up plans						3	2	4	3	1	13
Learning Opportunity						1	0	5	2	5	13
Network Opportunity					1	1	1	5	3	2	13
Administrative Arrangements				1	0	1	3	2	4	2	13

WORKSHOP EVALUATION SUMMARY

	Evaluation area	Rating
1	Programme design	83%
2	Programme content	86%
3	Documentation	82%
4	Facilitation	82%
5	Group work	79%
6	Outputs	75%
7	Outcomes and follow up plans	
8	Learning opportunity	78%
9	Networking opportunity	81%
10	Administrative arrangements	79%
11	Overall	81%



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

- All sessions.
- Group work. We learnt through discussion.
- Gender Policy & Planning concepts. It gave me an open mind.
- Gender & the economy. The unwaged work of women topic was intriguing.
- Action Plan. I learnt a lot out of it.
- Gender & Sex. I now know the difference.
- Gender budgeting. It is an important aspect in organisations.
- Gender mainstreaming
- Climate change and sustainable development.

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

- None. All sessions were useful.
- It is difficult to pick up any.
- Gender Policy & planning concepts.
- Conflict Resolution.

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

- Educating others who did not attend the workshop on what we have learnt.
- Inform my workmates about gender issues.
- Holding stakeholder meetings.
- Prepare policy papers and submit to council for adoption.
- Develop policies for the strategic plan.
- I will try to participate in outreach programmes in order to reach out to many residents so that GBV can be reduced by 2015.

4. Any other comments?

- Generally the workshop was good.
- Workshops like these should reach the grassroots.
- It has been very useful and we hope to continue with the workshops and a follow-up plan.