

REPORT
CENTRES OF EXCELLENCE STAGE FOUR WORKSHOP

Country: Zimbabwe

Council: Shurugwi Town Council

Dates: 4-5 January 2013

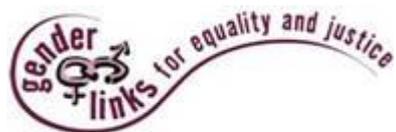
Venue: Bronte Hotel



Shurugwi Town Council Staff & Councillors Photo: Tapiwa Zvaraya



UCAZ



ARDCZ

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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 January 2013 at Bronte Hotel with Shurugwi Town 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 17 participants (10 men and 7 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 Council Chairman, Councillor Madzitire 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 stated that the council hoped to use the lessons learnt in their communities.



**Shurugwi Town Council Chairperson, Cllr Madzitire 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. For the benefit of the 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 upcoming summit and encouraged the council to participate.

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.



Councillor Takavarasha undertaking the card swapping exercise Photo: Tapiwa Zvaraya

Participants also did the see-saw exercise in which they stated that in Shurugwi the see-saw was imbalanced as men held most of the major decision-making positions. 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.
- Need to train 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;

- "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).

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.

Participants 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 chairperson, Councillor Madzitire gave the closing remarks, in which he thanked GL for their program. He stated that comparing prior workshops to this one, this one has brought transformation. He acknowledged that there was need to push the gender machinery in council. "It is necessary that we go back to council and apply what we have learnt as well as teach those who are not here", he said.

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/ C. Chinyemb a
8:45 – 9:00	Introductions and objectives Expectations from participants To develop guidelines of participation Eyes and Ears	15 min	GL/T. Chimbindi/ C. Chinyemb a
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			

DAY/TIME	ACTIVITY	TIME	WHO
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)			
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
SHURUGWI TOWN COUNCIL
4-5 JANUARY 2013
BRONTE HOTEL, HARARE**

NAME	SEX M/F	ORGANISATION	DESIGNATION	PHONE	E MAIL
1. Maggie Mudzimu	F	Shurugwi Town Council	Councillor	0713 545 258	
2. Lucia Madzivire	F	Shurugwi Town Council	Councillor	0773 010 465	
3. Obert Nyamatendedza	M	Shurugwi Town Council	Councillor	0773 014 546	
4. Regiment Mbizo	M	Shurugwi Town Council	Councillor	0773 010 468	
5. Jericco takavarasha	M	Shurugwi Town Council	Vice Chairman	0772 771 525	jtakavarasha@yahoo.com
6. Bulle Madzitire	M	Shurugwi Town Council	Council Chairperson	0772 117 861	bullem@gmail.co.zw
7. Zvidzai Makorovi	M	Shurugwi town Council	Councillor	0772 117 540	
8. Yudit T Mahachi	F	Shurugwi Town Council	Councillor	0772 118 822	
9. Janet Mukokanduku	F	Shurugwi Town Council	Councillor	0772 117 863	
10. Gibson chauke	M	Shurugwi Town Council	Councillor	0772 118 815	gchauke@anglo.com
11. Venantio Phiri	M	Shurugwi Town Council	Councillor	0772 115 819	
12. Sihle Nkalakata	F	Shurugwi town council	Officer	0772 770 746	nkalakatasihle@yahoo.com
13. Jonathan Asili	M	Shurugwi Town Council	Accountant	0778 393 957	asilijon@gmail.com
14. Lizzie Makohliso	F	Shurugwi Town Council	Assistant Housing	0773 497 470	tmakohliso@gmail.com

NAME	SEX M/F	ORGANISATION	DESIGNATION	PHONE	E MAIL
15. Onesimo Mashoko	M	Shurugwi Town Council	Councillor	0772 118 817	
16. Tapiwa Zvaraya	M	Gender Links	Prog Officer	00 263 773 955 517	progzimbabwe@genderlinks.org.za
17. Priscilla Maposa	F	Gender Links	Country Manager	00 263 772 735 722	zimlocalgvt@genderlinks.org.za

Statistics by gender

Male	10	41.2
Female	7	58.8
Total	17	100

ANNEX C: EVALUATION

Date: 4-5 January 2013

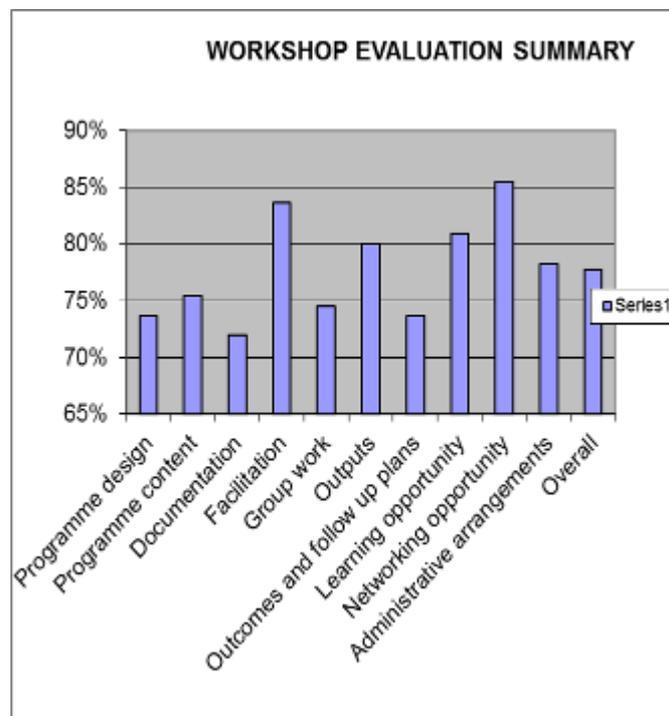
Venue: Bronte Hotel

11 Evaluations received

	1	2	3	4	5	6	7	8	9	10	Total
Programme Design				1	1	1	2	4	0	2	11
Programme Content					1	2	2	3	2	1	11
Documentation		1	0	0	0	1	3	2	3	1	11
Facilitation					1	0	1	4	2	3	11
Group Work						4	2	2	2	1	11
Outputs						2	2	4	0	3	11
Outcomes & Follow Up plans					1	2	4	1	2	1	11
Learning Opportunity						1	3	3	2	2	11
Network Opportunity					1	0	2	1	3	4	11
Administrative Arrangements					1	2	1	3	2	2	11

WORKSHOP EVALUATION SUMMARY

	Evaluation area	Rating
1	Programme design	74%
2	Programme content	75%
3	Documentation	72%
4	Facilitation	84%
5	Group work	75%
6	Outputs	80%
7	Outcomes and follow up plans	74%
8	Learning opportunity	81%
9	Networking opportunity	85%
10	Administrative arrangements	78%
11	Overall	78%



COMMENTS

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

- All sessions because the workshop was beneficial to all who attended.
- Group work. We shared ideas.
- Conflict Resolution. It's a common problem in council that can paralyse council programmes.
- Access, Participation and Transformation. Learnt why there are fewer women in top political positions. The unwaged work of women topic was intriguing.

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

- None. All sessions were useful.
- Impact of climate change on gender. I still believe that the impact is not sex specific.
- Gender Dimensions of Climate Change.
- 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 gender awareness campaigns in my ward.
- Prepare policy papers and submit to council for adoption.
- Prepare learning material that is gender sensitive.
- I will have to start by applying what I have learnt in my home.

4. Any other comments?

- This workshop was an eye opener to all participants and very educative.
- Time for action planning should be given more priority to allow for careful thought and input.
- It has been very useful and we hope to continue with the workshops and a follow-up plan.