



Zimbabwe  
Gender  
Commission

# STRATEGIC PLAN FRAMEWORK

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FOR 2016 to 2021

Strategic  
plan  
framework

Gender  
Commission

FOR 2016 to 2021

Zimbabwe



**Zimbabwe Gender Commission (ZGC)**

# **Strategic Plan Framework For 2016 to 2021**



## **Vision:**

A just society that enjoys gender equality

## **Mission:**

To promote and protect gender equality through public education, research, investigations and monitoring

## **Values:**

These will apply to the Commission as an institution and to all Commission office bearers;

- a. Accessibility
- b. Accountability
- c. Fairness
- d. Gender sensitivity
- e. Integrity

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## Acronyms

AU	African Union
CSOs	Civil Society Organisations including but not limited to voluntary associations, churches, universities, community-based organisations, trade unions and business member associations
CEDAW	Convention on the Elimination of All Forms of Discrimination Against Women
CEO	Chief Executive Officer to the ZGC
GOZ	Government of Zimbabwe
ICTs	Information and Communication Technologies
MWAGCD	Ministry of Women Affairs Gender and Community Development
NGO	Non-Governmental Organisations
SADC	The Southern African Development Community
SWOT	Strengths, Weaknesses, Opportunities and Threats of any institution
UN	United Nations
UN Women	United Nations Entity for Gender Equality and Empowerment of Women
US\$	United States Dollar
ZGC/GC	Zimbabwe Gender Commission
ZIMASSET	Zimbabwe Agenda for Sustainable Socio-Economic Transformation

## Acknowledgements

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The Zimbabwe Gender Commission (ZGC) acknowledges, with thanks, the work and commitment of the Chairperson, Deputy Chairperson, Commissioners and interim ZGC Secretariat Staff who worked tirelessly to make this 5 year Strategic Plan for the ZGC a reality. Sincere gratitude is also extended to the United Nations Entity for Gender Equality and Empowerment of Women (UN Women) Zimbabwe Country Office for technical and financial support. The Commission appreciates the contributions of our diverse and wide ranging community of stakeholders that contributed through strategic thinking and reflection to the development of our strategic plan, particularly those who made the time to share their expertise on gender equality with us at the ZGC Stakeholder Meeting of June 30 2016 held in Harare, Zimbabwe. The Commission also extends its gratitude to Ms Teresa Pearl Mugadza, Ms Isabella Matambanadzo and Ms Maureen Sibanda Shonge who co-facilitated the strategic planning workshop and coordinated the final production of this important document. Further, the Commission is grateful to the Government of Denmark that worked closely with UN Women and other UN entities in Zimbabwe and the Commission in providing financial and other support to the ZGC in its constitutive phase.

## Executive Summary

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The Government of Zimbabwe (GOZ) is committed to gender equality and advancing women's rights. This is reflected in its deliberate and consistent ratification of and accession to key regional and international women's rights and gender equality instruments. Zimbabwe is party to the Sustainable Development Goals, in particular Goal 5 on gender equality. At the regional level, Zimbabwe ratified the 2008 SADC Protocol on Gender and Development and the Protocol to the African Charter on Human and People's Rights on the Rights of Women in Africa. Zimbabwe ratified in 1991 the Convention on the Elimination of All forms of Discrimination against Women (CEDAW). Zimbabwe is a state party to the 1995 Beijing Declaration and Platform for Action, among other instruments that advance gender equality and women's rights.

In recognition of the importance of gender equality in sustainable development, the Constitution of Zimbabwe created a Gender Commission. The ZGC is one of the five (5) Independent Commissions thus making gender equality a key component in the Constitution of Zimbabwe. The Zimbabwe Gender Commission was created to promote gender and addressing the gap between policy and legislation and the lived realities of women, men, girls and boys in Zimbabwe.

This strategic plan was designed to give the Zimbabwe Gender Commission a framework to prioritize and steer its work in the first five years of its existence. The strategic planning process was a participatory effort between the Zimbabwe Gender Commission and selected stakeholders from both the State and non-state institutions. The process included an induction workshop, a strategic planning workshop and consultations with key stakeholders.

The Zimbabwe Gender Commission outlined its vision as "A just society that enjoys gender equality" which vision would be realized through "promotion and protection of gender equality through investigations, research and monitoring". In line with its functions as prescribed in the Constitution, the Zimbabwe Gender Commission identified eight (8) goals to enhance gender equality interventions. The goals are to;

1. Increase public awareness on gender issues in all provinces by 2021
2. Investigate and provide redress to all reported cases of violations of rights related to gender by 2021
3. Reduce systemic barriers to gender equality by 2021
4. Create a functional knowledge hub and available knowledge products by 2021
5. Increase compliance with all gender equality provisions in the constitution, laws and policies by 2021
6. Create an effective, efficient, visible Gender Commission BY 2021

These goals will be met through interventions derived from several strategies as identified by the Commissioners and their stakeholders that include knowledge production and dissemination; public engagement and awareness raising; research and investigations. These strategies will be adapted depending on factors obtaining in the operating context.

The Zimbabwe Gender Commission has formulated this strategic plan with the view that its work must be appropriately monitored for efficiency. In light of this, the Commission proposes goals and strategies which are measurable.



## Statement by the Chairperson

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It is my distinguished and singular honour to share with you the very first strategic plan of the Commission. While the ZGC is the result of an important provision outlined in the constitution of Zimbabwe, we acknowledge at this stage the many decades of advocacy that have preceded the ZGC's emergence and establishment. Women's rights organisations and gender equality institutions have been at the forefront of negotiating for an effective environmental landscape and policy framework for the advancement of women's rights and gender equality in Zimbabwe. Many individuals and institutions have worked tirelessly to ensure that the diverse victories on gender equality that Zimbabwe celebrates today are a reality. Without these immeasurable efforts we would not be where we are today.

On its part, the Government of Zimbabwe has put in place laws, policies resources and institutions to advance gender equality. Zimbabwe is an example of a nation where the advocacy efforts of civil society on the one hand and the application of responsibilities by duty bearers on the other hand, complement each other to produce positive gender equality outcomes.

While we take the opportunity, to commemorate the resoluteness and steadfastness of the collective advocacy efforts of many Zimbabweans towards gender equality, we are mindful of the barriers and obstacles to gender equality that still prevail in our society at present. These include; entrenched patriarchal tendencies, significant levels of violence against women and girls, imbalanced representation of men and women in public office, glaring inequalities between men and women in access, control and ownership of productive resources.

As such, the demands ahead of the ZGC are many. The road to achieving our vision and accomplishing our mission will no doubt be paved with a variety of challenges. Alone, we cannot overcome all the challenges. But working together with all the tiers of government, our stakeholders in various communities and institutions and our development partners we can make even greater strides towards a society that enjoys gender equality.

Our Strategic Plan is anchored on the mandate of the ZGC contained in Section 246 of the Constitution which is mainly to promote and protect gender equality through public education, research, investigations and monitoring.

We look forward to your continued support along the way.



*M.M Mukahanana - Sangarwe*

*Chairperson, Zimbabwe Gender Commission (ZGC)*



*Ms MARGARET MUKAHANANA-SANGARWE, Chairperson of the ZGC in a vision crafting exercise at the strategic planning retreat of the ZGC. May 2016 Photo Credit © UNWomen/Rumbidzai Dube*

## Zimbabwe Gender Commission Mandate and Functions

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The Zimbabwe Gender Commission (ZGC) is one of the Independent Commissions established in terms of Chapter 12, Section 246 of the Constitution. It is an independent body corporate capable of suing and being sued in its corporate name and, subject to the Zimbabwe Gender Commission Act No 7 of 2016.

In addition to its individual objectives, the ZGC supports and entrenches human rights and democracy, protects the sovereignty and interests of the people, promotes constitutionalism, transparency and accountability in public institutions, secures observance of democratic values and principles by the state and all institutions and agencies of government. It also ensures that injustices are remedied.

The mandate of the Zimbabwe Gender Commission is about “promoting gender equality in private and public institutions,” through investigations, promotion of measures to enhance gender equality in the institutions and the production of knowledge products to inform interventions aimed at promoting gender equality. The ZGC is enabled under the Constitution of Zimbabwe to “Do everything necessary to promote gender equality”.



Commissioners of the Zimbabwe Gender Commission (2016-2021) at their Strategic Planning Retreat – May 2016 Photo Credit ©UN Women /Rumbidzai Dube

## Appointment of Commissioners:

His Excellency, the President of the Republic of Zimbabwe R.G. Mugabe appointed Commissioners from a list of twelve nominees recommended by Parliament's Committee on Standing Rules and Orders, which shortlists the nominees as follows:-

- (a) One member as Chairperson from amongst the members of the Commission
- (b) One member as Vice-Chairperson from amongst the members of the Commission
- (c) A nominee of the National Council of Chiefs, appointed by the President

Commissioners were nominated based on their professional qualities, social standing and expertise. Criteria for their nomination includes integrity, knowledge and understanding of gender issues in social, economic and political spheres.

Equality of the sexes is a prerequisite that is taken into account in nominating Commissioners for the purposes of ensuring a gender balanced Commission. Similarly, this intent must be apparent in the appointment of staff by the Commission and the Commission's operational culture.

## Term of Office:

Commissioners hold office for a five year term. They are eligible for reappointment for one additional term of five years.

## The ZGC Commissioners for the period 2015 to 2021



**Comm. Margaret Mukahanana  
-Sangarwe (Chair)**

**Education:** MBA [UZ], MSc [Manitoba, Canada], B Politics and Administration [UZ]

**Gender Equality Area of Interest/Expertise:** Gender equality in leadership and decision making.

**Career Summary:** A senior career civil servant who worked for the Government for 33 years. Commissioner Margaret Mukahanana-Sangarwe, served as Permanent Secretary in the Ministry of Environment and Ministry of Tourism and Hospitality for over a decade. She is a former Chair of the Ad Hoc Working Group on Long-term Cooperative Action under the United Nations Framework Convention on Climate Change (Cancun, 2010). She is a seasoned negotiator on international agreements and participated in the negotiations of the Rio Declaration and Agenda 21, the Climate Change Convention and the resultant Kyoto Protocol. She also participated in the negotiations of the Biodiversity and the Desertification Conventions. She has served on the board of the Biotechnology Zimbabwe, and currently sits on the Boards of the Infrastructure Development Bank of Zimbabwe and the Forestry Commission.



**Comm. Dr. Paul Kadzima (Vice-chair)**

**Education:** PhD in Business Administration [St Linus University, West Indies], MSc in Strategic Management [St Linus University, West Indies], several diplomas and certificates.

**Gender Equality Area of Interest/ Expertise:** Gender equality at the rural, community and grassroots levels.

**Career summary:** Commissioner Dr. P. Kadzima is a former Member of Parliament (MP) for Nyanga and Councillor for Nyanga-Mutasa Districts. He is a Bishop in the African Apostolic Church for Manicaland Province and is also a Doctoral Fellow Member of the Institute of Professional Financial Managers [UK].

**Education:** BSc Reproductive Health and Family Science (WUA) SRN, SCM, DNA, Family Planning Certificate

**Gender Equality Areas of Interest/Expertise:** Reproductive Health, Political participation of Women, education of the girl child.

**Career Summary:** Commissioner T. K. Hungwe-Chimbunde is a former Deputy Minister of Health and Child Welfare and a former Deputy Minister of Women's Affairs in the Ministry of Political Affairs. She is also a former board member of the Zimbabwe Family Planning Council (ZNFPC).



**Comm. Tsungirirai K. Hungwe-Chimbunde**



**Comm. Dr. Nyepudzai M. Nyangulu**

**Education:** PHD [Lancaster; UK] MBA [UZ], MA [Westminister; UK]

**Gender Equality Area of Interest/Expertise:** Women's economic empowerment and gender equality in decision-making.

**Career Summary:** Commissioner Dr. Nyepudzai Nyangulu is immediate past Head of Business Development at TN Financial Holdings. She has an illustrious senior civil service career behind her including serving as Deputy Secretary in the Office of the President and Cabinet. She has been actively involved in women's empowerment through supporting women's groups as well as pioneering the setting up of initiatives to support women in management and leadership in the private sector.



**Comm. Naome  
Chimbetete**

**Education:** MA [WUA], MSc [UZ], Cert EIAM [Aberdeen, Scotland], Grad CE [UZ], BA(Hons)[UZ]

**Gender Equality Area of Interest/Expertise:** Commissioner Chimbetete has a keen interest in and technical expertise around gender responsive budgeting, gender equality and women's empowerment programming, gender analysis, training and mainstreaming.

**Career summary:** She has worked in different positions in Government, Donor agencies, NGOs and academic institutions. She has a distinguished career in development and grant fund management.

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**Education:** MA [UK], Dip Managing Development [UK] Cert. Gender and Organizational Change [Netherlands], BA Hons. [UZ]

**Gender Equality Area of Interest/Expertise:** Gender Based Violence; Constitutional and Legal Rights; Politics and Decision-making

**Career Summary:** Commissioner Mauye has a passion for political, social and economic emancipation of women, men, boys and girls. Her experience and exposure spans three economic regions of Latin America, West Africa, East and Central Africa in water and sanitation, education and training, gender based violence, HIV and Aids. Additionally she worked with the Youth Commonwealth Centre on enterprise development and youth reproductive health. She has worked on gender equality issues from as early as 1995 on the Beijing Fourth World Women's Conference. Her work experience includes serving as Gender Equality Focal Person in Manicaland province in the early 1990s. She was knowledge network leader for the global SNV Education sector program with special focus on education and vocational training for youths, mainstreaming of gender issues and knowledge development and dissemination. She was also technical advisor to the Citizens Economic Empowerment Commission of Zambia. She is a university lecturer in gender, development studies, culture, peace and conflict management.



**Comm. Sibongile  
Mauye**

**Education:** Masters Degree in International and Public Affairs (University Of Pittsburgh, USA 1981)

Diploma in Economics (University of Colorado-Economic Institute 1980)

BA. (University Rhodesia 1974)

**Gender Equality Area of Interest/Expertise:** Engendering the fiscal and public policy process. Monitoring the gender gap with regards to political and economic participation of men, women, girls and boys and Governance issues

**Career Summary:** Commissioner Matshalaga has worked as a high school teacher. After 2 decades as a senior civil servant in the Ministry of Finance, he joined politics, became a Member of Parliament and was appointed a Deputy Minister of Foreign Affairs and thereafter Deputy Minister of Home Affairs. Commissioner Matshalaga has a wish to see Zimbabwe conclusively address all issues of gender discrimination and attaining the 50/50 gender parity in the shortest possible time frame.



**Comm. Obert  
Matshalaga**



**Comm. Peter  
Mawonera (Chief  
Chikwizo)**

**Education:** Accounting Diploma, Certificate in Government Accounting

**Gender Equality Area of Interest/Expertise:** Local governance, tradition and culture, Gender-Based Violence and Finance

**Career Summary:** Commissioner Chief Chikwizo is an accounting specialist with the Parirenyatwa Group of Hospitals' Finance department for the past 28 years. As substantive Chief of the Chikwizo area in Mudzi since 2006, he has presided over the Chiefs' Court on cases that include gender-based violence and inheritance, among other legal issues. As an Ex-Officio member of Mudzi Rural District Council, Chief Chikwizo has used that platform to highlight the plight of the local community which is predominantly female.

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**Education:** Bachelor of Law, Honours (BL) degree (UZ), Master of Laws (Warwick), Postgraduate Diploma in Women's Law (UZ).

**Gender Equality Area of Interest/Expertise:** Gender and law with special focus on masculinities.

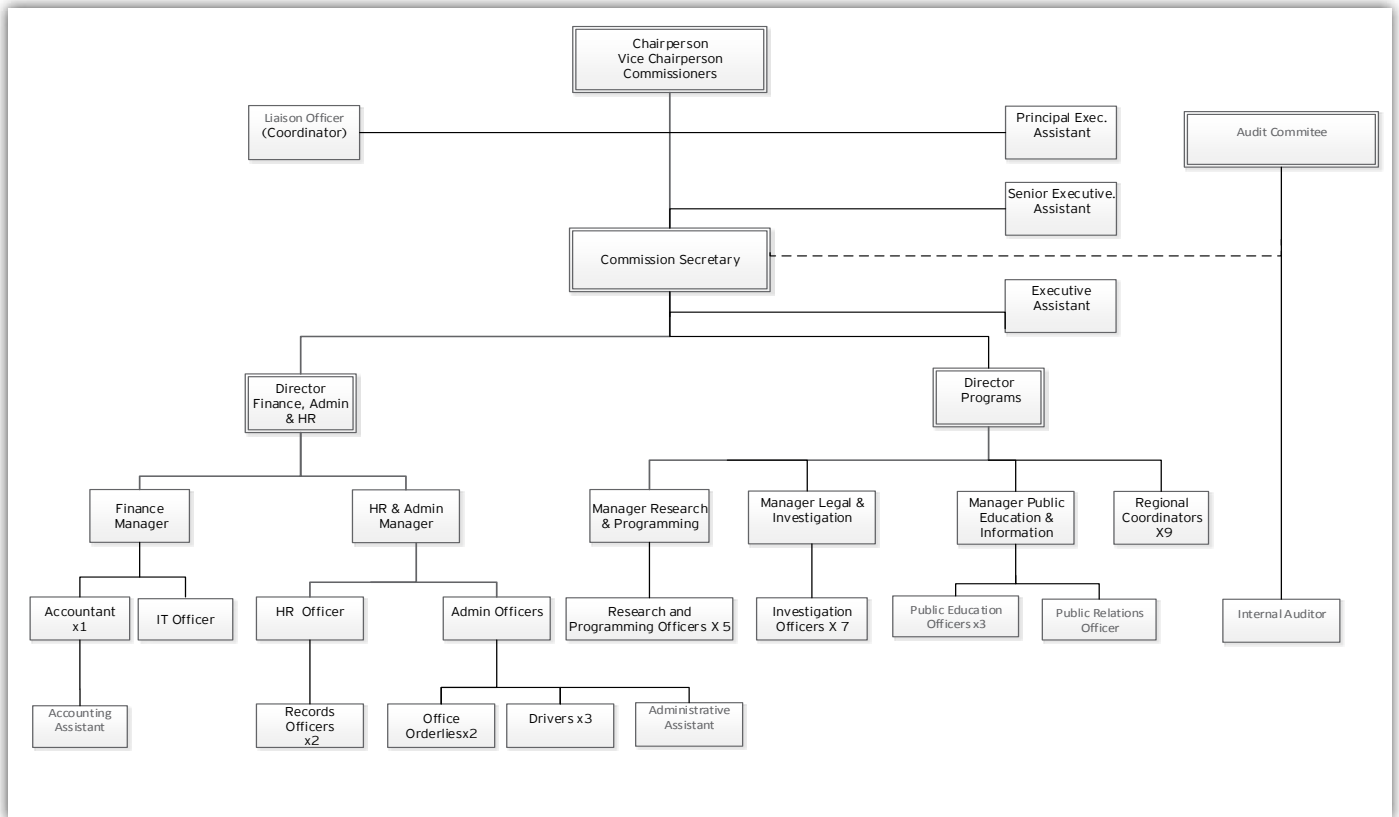
**Career Summary:** Commissioner Nkiwane is the founding Dean of Herbert Chitepo School of Law at Great Zimbabwe University. Prior to that, he taught law at the Universities of Zimbabwe, Lesotho, South Africa and in the United Kingdom. He has been a visiting lecturer at the Southern and East African Regional Centre for Women's Law, UZ since 2005 where he teaches Masculinities, Gender and Law in the LLM (Women's Law and Human Rights) programme. Commissioner Nkiwane was a member of the Women and Law in Southern Africa (WLSA) Board for 10 years. Commissioner Nkiwane has published articles and book chapters on law and development, human trafficking, men, gender and law, urban squatting, women and children's rights and intellectual property.



**Comm. Victor Nkiwane**

# ZGC Organogram

The current structure of the ZGC is as reflected in the Organogram below. The ZGC however is cognizant of the fact that the Organogram may be amended to take into account staff requirements at any point during the 2016 – 2021 strategic period in line with its policy of adaptability.



## Functions and Mandate of ZGC:

Section 246 of the Constitution of Zimbabwe outlines the functions of the Zimbabwe Gender Commission thus;

- i. Monitor issues concerning gender equality to ensure gender equality as provided in [this] Constitution;
- ii. Investigate possible violations of rights relating to gender;
- iii. Receive and consider complaints from the public and to take such action in regard to the complaints as it considers appropriate;
- iv. Conduct research into issues relating to gender and social justice, and to recommend changes to laws and practices which lead to discrimination based on gender;
- v. Advise public and private institutions on steps to be taken to ensure gender equality;
- vi. Recommend affirmative action programmes to achieve gender equality;
- vii. Recommend prosecution for criminal violations of rights relating to gender;
- viii. Secure appropriate redress where rights relating to gender have been violated; and
- ix. Do everything necessary to promote gender equality.



## Zimbabwe's National Policy and Legislative Framework for Gender Equality

At the national level, the Constitution of Zimbabwe sets the tone of gender equality by providing a strong constitutional framework. The Constitution starts by stating gender equality and gender balance as national values and objectives. It sets out key constitutional provisions for the promotion and protection of gender equality in line with international women's rights and gender equality instruments. In particular, the Constitution provides for gender balance in terms of Section 17. Section 56 specifically deals with gender equality and non-discrimination. Section 80 addresses the rights of women specifically to buttress the provisions of both Sections 17 and 56. In addition to the Constitution, various laws have been enacted to promote gender equality. These include laws on marriage and divorce which give women and men equal rights to contract and dissolve marriages; and the law regarding maintenance [after dissolution of a marriage for married persons] is designed to apply equally to women and men. The law has also been amended to give spouses the right to inherit from each other. While there is a perception that these laws seem to favour women, in reality the provisions work to the benefit of both men and women.

There are also other legal instruments that are progressively supporting gender equality such as laws relating to gender based violence and employment equity and equality.

In addition to the adoption of and formulation of various policies advancing gender equality, the Government of Zimbabwe has created an institutional framework in the form of the Ministry for Women's Affairs, Gender and Community Development (MWGCD) responsible for the implementation of policy on women's rights and gender equality. Government further created gender focal points in each government ministry to provide an institutional mechanism for implementation of gender equality throughout government structures. Zimbabwe has also created a supportive policy framework to advance gender equality through the National Gender Policy. This policy identifies 10 key areas for intervention to promote gender equality. In addition ZIMASSET, while an economic blue print, also prioritizes gender equality and women's economic empowerment.



ZGC Commissioners reviewing their Key Result Areas at their Strategic Planning Workshop at Vumba in May 2016. Photo credit © UN Women/Rumbidzai Dube

## 4. Introduction to the Zimbabwe Gender Commission Strategic Plan 2016 to 2021

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### 4.1 Rationale:

The ZGC is a fairly new establishment which needs a strategic plan as a guiding framework to fully and effectively operationalize its constitutional and legal mandates. The Strategic Plan will guide the work of the Commission and define the roadmap for attaining its vision. The plan will also inform the structure, approaches, resource mobilization and allocation by the ZGC from 2016-2021.

### 4.2 Process:

Motivated by the foregoing, the Zimbabwe Gender Commission embarked on a strategic planning process. The strategic planning process was preceded by an induction training programme held in February 2016 in Nyanga, with the support of UN Women. At this meeting, Commissioners and stakeholders took the time to carefully go through their responsibilities, duties and authority bestowed upon them by the Constitution of Zimbabwe.

A Strategic Planning Workshop was held from 3 to 6 May 2016 in Vumba to enable the ZGC and its identified key stakeholders to come up with its intended vision and draft a Strategic Plan document to carve out its role and outline its activities in tandem with that vision. The ZGC further consulted with stakeholders at a workshop in Harare in June 2016. Here the ZGC presented its identified five main key result areas to stakeholders for rigorous discussion. In so doing, the ZGC sought feedback to ensure shared ownership with its key stakeholders.

The strategic planning process was informed by key international norms and protocols defined and translated in national policies and procedures such as the Zimbabwe Agenda for Sustainable Socio-Economic Transformation (ZIMASSET). Added to that, the strategic plan was in line with the Integrated Results Based Management (RMB) principles, which the Government of Zimbabwe has mandated all state and state related institutions to utilize in the formulation of strategies and plans.

## 5. Context Analysis

Since Independence Zimbabwe has made progress in improving the status of women, men, boys and girls. It boasts of a gender sensitive constitution and other gender sensitive policy provisions. However, systemic gender equality remains a challenge in Zimbabwe. The first and possibly most obvious limitation to the enjoyment and exercise of gender equality is the fact that the gender equality provisions in the Constitution are not matched with corresponding enabling legislation. This has resulted in a situation where there is a discernible dearth in the sufficient policing of all gender equality violations that occur in the country. There is non compliance with gender provisions and the lack of room for recourse, for instance the setting up of unbalanced governing structures in institutions. Due to this absence of policing mechanisms, gender discrimination continues to proliferate within both the private and public sectors, as well as within society at large.

The patriarchal nature of Zimbabwean society has ascribed roles to women and men that perpetuate gender inequality. For example, leadership in the public and private domains is by and large the preserve of men. Women who seek to hold office as leaders are rarely supported as they are generally expected to elect and support male leaders. Consequently there are low numbers of women in public leadership and administration bodies, even though the law provides for equal representation. This patriarchal nature has also weakened the implementation of gender sensitive policies in all sectors leaving women, youth and especially the girl child vulnerable to exclusion in important decisions about their communities and their future.

In addition to the weak implementation of legislation and policy frameworks, there are micro and macro environmental factors that can adversely affect interventions to advance gender equality. The ZGC has to take cognizance of these environmental issues in order to create measures to censure non-compliance with the provisions of the Constitution on gender equality, as well as ensure that gender equality is mainstreamed and advanced in both public and private spaces. The PESTLEG analysis below seeks to further untangle the operating environment under which ZGC will advance the gender equality agenda.



Participants from government and UN agencies at the ZGC Strategic Planning Workshop.  
Photo credit © UNWomen/Rumbidzai Dube

## PESTLEG Analysis

Table A. Pestleg Analysis

	ISSUE	EFFECT	OPPORTUNITY
5.1 Political	<ul style="list-style-type: none"> <li>• Upcoming elections in 2018 in a highly contested political landscape</li> <li>• Uncertain political environment</li> <li>• Negative public perceptions of appointment process of ZGC Commissioners</li> </ul>	<ul style="list-style-type: none"> <li>• Resource allocation patterns altered to prioritize ZEC and electoral processes</li> <li>• Delays in implementation of gender commitments in various institutions and government bodies,</li> <li>• Political environment which is tense and unpredictable</li> <li>• Limited engagement with all political parties,</li> </ul>	<ul style="list-style-type: none"> <li>• ZGC to promote women's participation to actualize Constitutional provisions on gender balance</li> <li>• ZGC to work on creating a level playing field for challenges women face in elections</li> <li>• ZGC to promote intra-party democracy, influence political party constitutions to be gender sensitive, conduct research on the number of political party manifestos and constitutions that are gender sensitive.</li> <li>• ZGC to influence affirmative action/quota system in respect to local governance and elections.</li> <li>• ZGC to hold stakeholder consultations with political parties</li> <li>• Gender Commission to push and monitor systems of peace and security/human security in the context of elections</li> </ul>
5.2 Economic	<ul style="list-style-type: none"> <li>• Difficult economic environment</li> <li>• Uncertain fiscal variables</li> <li>• Limited financial resources</li> <li>• High unemployment</li> <li>• Limited donor confidence</li> <li>• Corruption</li> <li>• Limited financial and human capacity of government institutions e.g. Ministry of Women Affairs (MWAGCD) has lowest allocation from treasury</li> </ul>	<ul style="list-style-type: none"> <li>• Limited fiscal space will affect allocations to the Gender Commission</li> <li>• Increased poverty</li> <li>• Compromise delivery of programs.</li> <li>• Increased gender inequality</li> <li>• Increased gender based violence e.g. human trafficking,</li> <li>• High unemployment for women and youths</li> </ul>	<ul style="list-style-type: none"> <li>• ZGC to push for economic empowerment for those who are disadvantaged both male and female with targeted interventions</li> <li>• Opportunities for engagement between the ZGC and the private sector</li> </ul>
	ISSUE	EFFECT	OPPORTUNITY
5.3 Social	<ul style="list-style-type: none"> <li>• Inadequate coverage of issues affecting young women and men</li> <li>• Negative socio-cultural beliefs and religious practices and norms</li> <li>• Patriarchal nature of Zimbabwean society which results in gender stereotypes, socially ascribed roles and responsibilities</li> </ul>	<ul style="list-style-type: none"> <li>• Negative/harmful cultural and religious practices such as child marriage and rape.</li> <li>• School dropouts</li> <li>• Dearth in statistics and targeted interventions for interest group</li> <li>• Negative implications on gender equality e.g. backlash, limited recognition of female leaders</li> </ul>	<ul style="list-style-type: none"> <li>• The GC has the chance to proactively engage/research systemic gender inequality issues</li> <li>• Promote gender disaggregation of all data</li> <li>• Partnering with Women's movement, traditional chiefs and Youth organisations in addressing negative socio-cultural beliefs and practices</li> </ul>

5.4 Technological	<ul style="list-style-type: none"> <li>• Increased use and availability of social media</li> <li>• Digitalization and the gender divide</li> <li>• Limited access to ICT (knowledge and skills)</li> <li>• Negative portrayal of women in the Media e.g. social media (cyber discrimination and bullying)</li> </ul>	<ul style="list-style-type: none"> <li>• Increased abuse of women online (e.g. stalking, harassment, revenge pornography)</li> <li>• More information available for men, women and girls.</li> <li>• Unfair representation of women in science and technology</li> </ul>	<ul style="list-style-type: none"> <li>• ZGC to push for increased access to information on gender issues and use of ICT for e-markets to increase women's economic empowerment</li> <li>• Need to source for support from partners to procure ICT infrastructure</li> <li>• ZGC to receive complaints on abuses through Web based communication, Interactive website for ZGC</li> <li>• ZGC to engage relevant ministry for a gender sensitive ICT Policy and cyber laws</li> </ul>
5.5 Legal	<ul style="list-style-type: none"> <li>• Women representation affirmative action clause in the constitution of 60 reserved seats in parliament that expires in 2023 is too short to cover the gender gap</li> <li>• A strong constitutional framework with strong gender equality provisions</li> <li>• Limited resources to push for implementation of laws</li> <li>• Slow alignment of laws</li> </ul>	<ul style="list-style-type: none"> <li>• Gender Commission to influence affirmative action programmes for women parliamentarians</li> <li>• Limited implementation of constitutional gender provisions</li> <li>• ZGC to monitor public consultations and hearings of parliamentary law making processes</li> </ul>	<ul style="list-style-type: none"> <li>• Limited implementation of constitutional gender provisions. An opportunity to engage with the process of alignment of laws to the constitution and monitoring the inclusion of gender equality/gender sensitive provisions in these acts and their subsequent implementation.</li> </ul>
	<b>ISSUE</b>	<b>EFFECT</b>	<b>OPPORTUNITY</b>
5.6 Environmental	<ul style="list-style-type: none"> <li>• Effects of climate change such as drought</li> <li>• Increased irregular/illegal mining activities</li> <li>• Global pandemic and illnesses</li> </ul>	<ul style="list-style-type: none"> <li>• Increased vulnerability of women and children to food insecurity</li> <li>• Greater burden on women</li> <li>• Increased poverty due to loss of property and agricultural opportunities</li> <li>• Less focus on environmental rights and climate change adaptation and more focus on relief issues</li> </ul>	<ul style="list-style-type: none"> <li>• ZGC can capitalize on availability of Gender and climate financing</li> <li>• ZGC to engage Mines and Minerals bill and then monitor implementation of resultant law</li> <li>• Research on various environment related gender violations</li> <li>• Monitor compliance with environmental rights</li> </ul>

<p>5.7 Governance</p>	<ul style="list-style-type: none"> <li>• High levels of corruption</li> <li>• Policy inconsistencies/poor/weak implementation</li> <li>• Poor service delivery</li> <li>• Inadequate representation of women in peace building processes and the NPRC</li> <li>• Inadequate appreciation of gender issues by Parliamentarians</li> <li>• Need for collaboration with other state institutions i.e. the national gender machinery,</li> <li>• Zimbabwe Human Rights Commission role clarification vis a vis mandate of other institutions</li> </ul>	<ul style="list-style-type: none"> <li>• Loss of revenue due to illicit financial flows</li> <li>• increased burden of unpaid care work on women</li> <li>• Limited gender mainstreaming and trivializing gender issues</li> <li>• Competition for resources/Overlapping mandates.</li> </ul>	<ul style="list-style-type: none"> <li>• ZGC to push for framework for affirmative action in tender/public sector procurement</li> <li>• ZGC to monitor and promote implementation of the policies</li> <li>• ZGC to monitor and promote gender parity in public institutions</li> <li>• ZGC to push for safer spaces for those in the informal sector</li> <li>• Collaboration with NPRC/UN Women to monitor the framework for the implementation of UN Resolution 1325</li> <li>• Continued collaboration with MWAGCD but ensuring respect for the independence of the Commission</li> <li>• Create opportunities for engagement with Parliament to influence law-making processes through Portfolio Committees</li> <li>• Opportunity for collaboration with ZHRC</li> </ul>
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## Strengths, Weaknesses, Opportunities, Threats (SWOT) Analysis

**Table B. SWOT Analysis**

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>a. Clear and well defined mandate derived from the Constitution and backed by strong International frameworks ratified by Zimbabwe</li> <li>b. Independence of the Commission</li> <li>c. Diversity in the representation of the members of the commission i.e. knowledge, skills, professions, networks, academic, traditional systems knowledge.</li> <li>d. Strong policy and legislative framework in the operational environment for the GC e.g. capitalize on ZIMASSET</li> <li>e. Political will to advance gender issues</li> <li>f. Programming to be representative of regional and other diversity</li> <li>g. Working relationship with CSOs therefore Commission has strong networks and support base</li> <li>h. Existence of the Portfolio Committee on Gender in the parliament of Zimbabwe as a key ally</li> <li>i. Creation of a separate vote for fiscal funding</li> </ul>	<ul style="list-style-type: none"> <li>a. ZGC Act is inconsistent with the Constitution</li> <li>b. Limited visibility both online and offline, limited ICT infrastructure including web presence.</li> <li>c. Low levels of public awareness of the existence of the commission</li> <li>d. Centralization of the Commission office in Harare</li> <li>e. Inadequate data to enhance monitoring and evaluation</li> <li>f. Inadequate financial and human resources, Commissioners working part time with the exception of the Chair and Vice Chair with limited secretariat</li> <li>g. opportunities for recruited personnel</li> <li>h. Inadequate data to enhance monitoring and evaluation</li> </ul>
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>a. Broad mandate allows the Commission to work on all aspects of gender</li> <li>b. Existence of willing development partners</li> <li>c. The Act allows the Commission to fundraise</li> <li>d. Contemporary developments e.g. prioritization of SDG 5, UNECA AGDI, climate change financing</li> <li>e. Vibrant CSO and women's movement e.g. Women's Coalition of Zimbabwe</li> <li>f. Conducive policy and legislative environment e.g. ZIMASSET</li> <li>g. Law reform and alignment of laws to the Constitution</li> <li>h. International and regional obligations and other processes e.g. CEDAW, UPR, CSW, AU Protocol, SADC Protocol</li> <li>i. Media - to increase visibility and public awareness on commission mandate and activities</li> <li>j. Elections - to increase visibility in respect of women's participation and influencing intra-party gender equality</li> <li>k. Influencing ICT policy and increasing women's participation in ICT's</li> </ul>	<ul style="list-style-type: none"> <li>a. Overlaps in mandates with the Ministry, the Gender Thematic Committee of the Human Rights Commission</li> <li>b. Competition for dwindling resources with government entities from treasury and CSOs/other commissions from development partners</li> <li>c. Patriarchal/negative cultural and religious beliefs and values</li> <li>d. Elections - because of competition for resources</li> <li>e. Dwindling international resources</li> </ul>

**Table C Stakeholder Analysis**

<b>Stakeholder</b>	<b>Role/areas of collaboration</b>
<b>Ministry of Women Affairs, Gender and Community Development</b>	-Coordination of gender mainstreaming across all sectors.
<b>All line Ministries and Government Institutions</b>	-Ensuring sector policies and programmes are gender responsive and providing technical guidance on integrating gender justice during planning, budgeting, programming, monitoring and evaluation.
<b>Ministry of Finance</b>	-Ensuring Treasury support towards ZGC programmes Gender budgeting programme coordination.
<b>Parliament of Zimbabwe: Relevant Parliamentary Portfolio Committees &amp; Women’s Parliamentary Caucus</b>	-ZGC statutory reporting obligations to Parliament Facilitating parliamentary debates and passing relevant bills required to achieve gender justice.
<b>Zimbabwe Human Rights Commission</b>	-Referral of relevant cases  -Promotion of other human rights as enshrined in the bill of rights
<b>Anti-Domestic Violence Council</b>	-Conduct research on the status of GBV and disseminate findings to stakeholders;  -Coordinate the provision of services for GBV among stakeholders (safe houses/shelters);  -Monitor the implementation of GBV policies.
<b>Government and Private Research Institutions including ZIMSTAT and Academic Institutions</b>	-Developing standardised research methods and tools for collecting gender segregated data and gender equality reporting , monitoring and evaluation;  -Support ZGC research programmes and mobilising resources for conducting research.  -Contributing to evidence-based gender legislation, policy reviews and programmes.
<b>Private Sector</b>	-Ensuring that gender disparities are addressed through equity in employment, access to resources and decision-making.
<b>Development Partners</b>	-Supporting some of the budgetary requirements for the implementation of the ZGC Strategic Plan.
<b>Civil Society Organisations, political parties, churches, and traditional leaders</b>	-Providing platforms for discussions, lobbying and advocacy.
<b>Media</b>	-Publicity and awareness raising of ZGC work.

**Table D. Sector Analysis**

Thematic area	Gender Issues
<p><b>Gender, Constitutional and Legal Rights;</b></p>	<ul style="list-style-type: none"> <li>• Delays in alignment of laws to the constitution;</li> <li>• Limited knowledge and information on gender related constitutional provisions;</li> <li>• Harmonisation of the country's marriage laws and review inheritance laws;</li> <li>• Justice delivery system is highly patriarchal resulting in limited access to justice by women;</li> <li>• Prohibitive legal fees;</li> <li>• Discrimination against women in areas such as marriage, pregnancy, culture and age;</li> <li>• Structural barriers affecting women accessing courts and pursuing legal remedies, modern judicial system not easily accessible to rural communities.</li> </ul>
<p><b>Gender and Economic Empowerment;</b></p>	<ul style="list-style-type: none"> <li>• Control and access to strategic resources such as productive land remains skewed in favour of men whilst feminisation of poverty is a persistent trend;</li> <li>• Women lag behind in economic status, accessing entrepreneurship and employment opportunities;</li> <li>• Absence of gender sensitive policy and legislation governing the economic sectors;</li> <li>• Women largely dominate the tail end of most economic sector value chains which are characterised with hard work and little returns;</li> <li>• Limited access to information on investment and trade opportunities in Zimbabwe, in the region and internationally;</li> <li>• Limited access to finance, mechanisation/appropriate technology for women in key economic sectors (mining agriculture, tourism and manufacturing);</li> <li>• Prohibitive costs of prospecting licenses and registration of mining claims and the Environmental Impact Assessments (EIAs);</li> <li>• Limited technical and business knowledge and skills among women involved in economic empowerment initiatives in the key economic sectors of mining agriculture, tourism;</li> <li>• Limited access to markets and support services;</li> <li>• Harsh by-laws, and stiff competition from cheap imports;</li> <li>• The majority of women do not have collateral for loans and, even when they do, there are still entrenched prejudices in the banking sector.</li> </ul>

<b>Gender, Politics and Decision Making;</b>	<ul style="list-style-type: none"> <li>• Non-compliance by both the state and non-state actors of the constitutional provisions on equality;</li> <li>• The low participation of women in public office and governance structures;</li> <li>• The majority of women remain excluded from participation in governance and national development processes due to gender biases, gender inequalities, cultural norms, gender-based violence and low economic status;</li> <li>• Women representation affirmative action clause in the Constitution of 60 reserved seats expiring 2023 ( 10 years not enough to cover the gender gap);</li> <li>• Lack of gender-responsive party policies and Constitutions;</li> <li>• Negative portrayal and marginalisation of women in politics;</li> <li>• Absence of a legislated quota for women in local governance;</li> <li>• Lack of financial resources;</li> <li>• Politically motivated GBV.</li> </ul>
<b>Gender and Health;</b>	<ul style="list-style-type: none"> <li>• High Maternal Mortality;</li> <li>• Distance to health care facilities and high cost of services and transport is a major barriers to utilization of services by mothers;</li> <li>• Institutional factors contributing to poor maternal health include: shortage of health professionals, inadequate supply of essential drugs, equipment, and other medical supplies, inadequate provision and maintenance of equipment, infrastructure, ambulances;</li> <li>• Limited access to education, health services and information, especially so for women from marginalized and backward communities;</li> <li>• Women are disproportionately infected with HIV than their male counterparts.</li> </ul>
<b>Gender, Education and Training;</b>	<ul style="list-style-type: none"> <li>• Unequal access to education for boys and girls;</li> <li>• Higher rate of dropouts for girls at secondary school;</li> <li>• Gender stereotyping of subjects in secondary school level, and courses at tertiary level women are lowly represented in the fields of Science, Technology, Engineering and Mathematics (STEM);</li> <li>• Secondary school completion rates are lower for girls than boys.</li> </ul>
<b>Gender Based Violence;</b>	<ul style="list-style-type: none"> <li>• Increased cases of child sexual abuse;</li> <li>• Increased cases of child marriages;</li> <li>• Increase of GBV related murder cases;</li> <li>• Increase in gender based violence;</li> <li>• Increased gender based violence due to lack of financial independence of women.</li> </ul>

	<ul style="list-style-type: none"> <li>• Limited information or failure to access information on how to mitigate against climate change;</li> <li>• Women form a majority of communal farmers and female-headed households remain more prone to food insecurities due to dry spells;</li> <li>• Adolescent girls report high levels of sexual harassment and abuse in the aftermath of disasters, because of families living together in open spaces, lack of privacy for dressing and bathing,</li> <li>• Crop and livestock production changes could affect the gendered division of labour and have negative effects on incomes of women and men</li> <li>• Resource shortages may increase male migration and increase the burden of work and family care on women</li> </ul>
<b>Gender, Environment and Climate Change, Gender, Media and ICTs;</b>	<ul style="list-style-type: none"> <li>• Low participation of women in decision-making in media houses</li> <li>• Negative portrayal of women in the media,</li> <li>• Lack of gender sensitive reporting;</li> <li>• Male domination in media houses and the sector in general,</li> <li>• Increase in Gender digital divide resulting in unequal access to ICTs by women and men.</li> <li>• Increase in Gender Based Cyber bullying and harassment.</li> </ul>
<b>Gender and Disability</b>	<ul style="list-style-type: none"> <li>• Women with disabilities are invariably subjected to derogatory attitudes and comments, sexual harassment, abuse and exploitation;</li> <li>• Negative attitudes towards employment of disabled people;</li> <li>• Sexual abuse cases for blind and disabled people go unattended;</li> <li>• Limited access to health and reproductive health rights.</li> <li>• Physically and mentally challenged children cannot confidently communicate when they are abused;</li> <li>• Limited access to education by girls and women with disabilities.</li> </ul>
<b>Gender, Culture and Religion</b>	<ul style="list-style-type: none"> <li>• Negative cultural and religious practices and perceptions that perpetuate gender discrimination.</li> </ul>

# STRATEGIC INTENT AND DIRECTION

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## Key Result Areas and Goals:

### 5.1.1 Key Result Areas

- i. Public education and awareness
- ii. Investigation of possible violations related to gender
- iii. Research and knowledge management into issues related to gender justice
- iv. Monitoring compliance with all gender equality provisions in the constitution, laws and policies
- v. Institutional capacity strengthening

### 6.5.2 Strategic Goals

1. To enhance public awareness on gender issues in all provinces by 2021  
To investigate and provide redress to all reported cases of violations of rights related to gender by 2021
2. To reduce systemic barriers to gender equality by 2021
3. To create a functional knowledge hub and available knowledge products by 2021
4. To enhance compliance with all gender equality provisions in the constitution, laws and policies by 2021
5. To create an effective, efficient, visible Gender Commission by 2021

# IMPLEMENTATION MATRIX

## KEY RESULT AREA 1: PUBLIC EDUCATION AND AWARENESS

**Goal:** Enhance public awareness on gender issues in all provinces by 2021

STRATEGIC OBJECTIVES	ACTIVITIES	BUDGET				
		YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
Objective 1 To promote public awareness on gender equality in all provinces	<ul style="list-style-type: none"> <li>-establish baseline on knowledge levels on gender equality in identified provinces</li> <li>-Facilitate and organise dialogues on gender issues (engagement with traditional leaders, men to men campaigns and community dialogues)</li> <li>-Commemorate calendar events on gender equality</li> <li>-Participate in National Exhibitions (Zimbabwe Agricultural Show, Zimbabwe International Trade Fair, and other Expos)</li> <li>-Carry out media campaigns on gender issues</li> <li>-Conduct road shows</li> <li>-Convene the gender forum</li> <li>-Carry out outreach, lobby and advocacy programmes with various stakeholders</li> <li>-Support lobbying and advocacy by strategic stakeholders</li> </ul>	150,000.00	135,000.00	130,000.00	125,000.00	120,000.00
Objective 2 To develop a media and communications strategy for the Commission	<ul style="list-style-type: none"> <li>-Conduct media briefings</li> <li>-Prepare press statements on topical gender issues</li> <li>-Hold bilateral consultations with major stakeholders</li> <li>-Develop and manage a website for the Commission</li> <li>-Capacity development</li> <li>-Marketing and public relations</li> </ul>	65,000.00	60,000.00	50,000.00	50,000.00	50,000.00

## KEY RESULT AREA 2: INVESTIGATE POSSIBLE VIOLATIONS OF RIGHTS RELATED TO GENDER

**Goal 1:** Investigate and provide redress to all reported cases of violations of rights related to gender by 2021

STRATEGIC OBJECTIVES	ACTIVITIES	BUDGET				
		YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
Objective 1 To establish procedures for conducting and managing investigations	-Develop an investigations and complaints handling Manual; -Develop regulations to guide the manner of conducting investigations; - develop a comprehensive computerized system to capture cases handled by the Commission; -Establish a call centre with a toll free number for the public.	65,000.00	60,000.00	50,000.00	50,000.00	50,000.00
Objective 2 To investigate all cases of violations of rights relating to gender	Investigate, resolve and rectify any cases and complaints of gender violations	160,000.00	160,000.00	150,000.00	150,000.00	150,000.00

**Goal 2:** Reduce systemic barriers to gender equality in all sectors by 2021

STRATEGIC OBJECTIVES	ACTIVITIES	BUDGET				
		YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
Objective 1 To identify systemic barriers to gender equality	-Identify systemic barriers; -Initiate investigations in identified areas; -Prepare periodic investigations reports; -Recommend policy, administrative and legislative interventions to address barriers in question; -Convene political dialogues with political parties and civil society stakeholders on party manifestos and the promotion of gender equality; - conduct periodic assessments of selected State institutions, Government Departments, political parties and the private sector on the implementation of applicable legislation and policies that impact on gender equality.	12,000.00	12,000.00	11,000.00	8,000.00	8,000.00
Objective 2 To advice institutions on measures to address systemic barriers to gender equality	-Monitor, evaluate and make recommendations on the policies and practices of the public and private sector organisations.	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00



### KEY RESULT AREA 3: Research and Knowledge Management into Issues Related to Gender Justice

**Goal:** To create a functional knowledge hub and available knowledge products on gender equality issues by 2021

STRATEGIC OBJECTIVES	ACTIVITIES	BUDGET				
		YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
Objective 1 To conduct research into issues relating to gender and social justice, and to recommend changes to laws and practices	<ul style="list-style-type: none"> <li>- carry out situational analysis on laws and policies relating to gender justice;</li> <li>-Packaging of findings;</li> <li>-Periodic reports;</li> <li>- Carry out situational analysis and develop baselines on practices relating to gender based discrimination.</li> </ul>	180,000.00	180,000.00	180,000.00	170,000.00	170,000.00
Objective 2 To establish a gender knowledge hub and products	<ul style="list-style-type: none"> <li>-Develop content for website;</li> <li>-Create linkages with other information hubs;</li> <li>-Create database on data sources in collaboration with sector Ministries and academic institutions, development partners and CSOs;</li> <li>-Create Communities of Practice (Think Tanks) for gender focal persons and specific sectors (e.g. GBV, SRH, Education, WASH);</li> <li>-Package and disseminate information;</li> <li>-Engage academic institutions for further research and continuous thinking on gender issues in Zimbabwe.</li> </ul>	85,000.00	85,000.00	80,000.00	80,000.00	80,000.00
Objective 3 To provide up to date gender disaggregated data for planning and monitoring gender issues (including gender equality indicators)	<ul style="list-style-type: none"> <li>-Participate in the Africa Gender and Development Index (AGDI) process</li> <li>-Data collection</li> </ul>	20,000.00	20,000.00	20,000.00	15,000.00	15,000.00

## KEY RESULT AREA 4: Monitoring Compliance with all Gender Equality Provisions in the Constitution, laws and policies

**Goal:** To enhance compliance with all to gender equality provisions in the constitution, laws, and policies by 2021

STRATEGIC OBJECTIVES	ACTIVITIES	BUDGET				
		YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
Objective 1 To monitor state and private sector institutions compliance with gender equality provisions in the laws and policies	<ul style="list-style-type: none"> <li>- Review organisational documents and reports to monitor compliance with all the provisions;</li> <li>-Establish targets for gender equality in the public sector;</li> <li>-Engage with PSC so that gender focal persons' roles are clearly outlined in job descriptions;</li> <li>-Establish a reporting system by focal persons and Ministries;</li> <li>-Produce guidelines for monitoring gender budgeting and budget tracking;</li> <li>-Incentive system development.</li> </ul>	75,000.00	75,000.00	70,000.00	60,000.00	60,000.00
Objective 2 To monitor compliance with international, regional norms and standards and obligations on Gender Equality	<ul style="list-style-type: none"> <li>-Develop a monitoring tool for domestication and reporting;</li> <li>- Report to Parliament on outcomes of monitoring;</li> <li>- Engage Parliament and Ministry of Justice on alignment process of laws and policies to the constitution;</li> <li>- Collaborate with government and state institutions on state party reporting.</li> </ul>	120,000.00	120,000.00	115,000.00	115,000.00	110,000.00
Objective 3 To recommend and monitor affirmative action in selected sectors	<ul style="list-style-type: none"> <li>-Carry out an audit of affirmative action policies and programmes in public and private institutions;</li> <li>-Carry out spot checks on implementation of affirmative action in targeted sectors;</li> <li>-Publicize reports on implementation of affirmative action.</li> </ul>	35,000.00	35,000.00	30,000.00	30,000.00	25,000.00

## KEY RESULT AREA 5: INSTITUTIONAL CAPACITY STRENGTHENING

**Goal:** To create an effective, efficient, visible Gender Commission

STRATEGIC OBJECTIVES	ACTIVITIES	BUDGET				
		YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
Objective 1 To enhance visibility of the Zimbabwe Gender Commission	-develop a Marketing and Public relations strategy; -Recruit staff; -Set up operations; -Build strategic partnerships with key stakeholders.	150,000.00	125,000.00	115,000.00	110,000.00	100,000.00
Objective 2 To strengthen the internal capacity and structure of the ZGC	-Fundraising and resource mobilisation strategy; -Organizational development; -Design performance management systems – (head office, provincial, municipal, district, ward, village); -Develop operational policies.	180,000.00	160,000.00	140,000.00	120,000.00	100,000.00
<b>TOTAL</b>		<b>1,302,000</b>	<b>1,232,000</b>	<b>1,146,000</b>	<b>1,088,000</b>	<b>1,043,000</b>
<b>GRAND TOTAL FOR 5 YEARS</b>						<b>5,811,000</b>

## Outcome Plan

Key Result Area					
	Goal	Objective	Outputs	Outcomes	Impact
<b>KRA 1. Public Education and Awareness</b>	To Promote public education and awareness on gender equality by 2021	To increase public awareness on gender equality in all provinces	<ul style="list-style-type: none"> <li>• Zimbabwe Gender Commission website;</li> <li>• Media products [press statements, media briefs etc]</li> </ul>	<ul style="list-style-type: none"> <li>• Increased consciousness on gender equality;</li> <li>• Increased number of tertiary institutions with gender sensitive policies and practices;</li> <li>• Enhanced image of the Zimbabwe Gender Commission.</li> </ul>	Gender equality awareness
		To develop a media and communication strategy for the Zimbabwe Gender Commission			
<b>KRA 2. Investigation of Possible Violations Related to Gender</b>	To investigate and provide redress to all reported cases of violations of rights related to gender by 2021	To establish procedures for conducting and managing investigations	<ul style="list-style-type: none"> <li>• investigations and complains handling manual;</li> <li>• Regulations and procedures;</li> <li>• Case management system;</li> <li>• Referral system;</li> <li>• Toll free call centre.</li> </ul>	<ul style="list-style-type: none"> <li>• Effective investigation unit of the Commission;</li> <li>• Reduced gender gap;</li> <li>• Gender sensitive legal and policy framework.</li> </ul>	Reduced gender inequality
		To investigate all cases of violations of rights relating to gender			
<b>KRA 3. Research and Knowledge Management into Issues Related to Gender Justice</b>	To reduce systemic barriers to gender equality in all sectors by 2021	To identify systemic barriers to gender equality	<ul style="list-style-type: none"> <li>• Gender equality portal;</li> <li>• Research tools;</li> <li>• Knowledge products.</li> </ul>	<ul style="list-style-type: none"> <li>• Increased Knowledge and knowledge products on gender equality;</li> <li>• Reduced gender discrimination;</li> <li>• Reduction in practices that promote gender discrimination;</li> <li>• Increased access to information on gender equality;</li> <li>• Increased use of gender disaggregated data in planning and monitoring.</li> </ul>	Gender aware populace  Evidence based policy formulation
		To advice institutions on measures to address systemic barriers to gender equality			
<b>KRA 3. Research and Knowledge Management into Issues Related to Gender Justice</b>	To create a functional knowledge hub and available knowledge products on gender equality issues by 2021	To conduct research into issues relating to gender and social justice, and to recommend changes to laws and practices	<ul style="list-style-type: none"> <li>• Gender equality portal;</li> <li>• Research tools;</li> <li>• Knowledge products.</li> </ul>	<ul style="list-style-type: none"> <li>• Increased Knowledge and knowledge products on gender equality;</li> <li>• Reduced gender discrimination;</li> <li>• Reduction in practices that promote gender discrimination;</li> <li>• Increased access to information on gender equality;</li> <li>• Increased use of gender disaggregated data in planning and monitoring.</li> </ul>	Gender aware populace  Evidence based policy formulation
		To establish a gender knowledge hub and products To provide up to date gender disaggregated data for planning and monitoring gender issues (including gender equality indicators)			

<b>KRA 4. Monitoring Compliance with all Gender Equality Provisions in the Constitution, laws and policies</b>	To enhance compliance with all to gender equality provisions in the constitution, laws, policies	To monitor state and private sector institutions compliance with gender equality provisions in the laws and policies	<ul style="list-style-type: none"> <li>• Legislative amendments</li> <li>• Timely reports to treaty bodies</li> <li>• Policy and parliamentary briefs</li> <li>• Guidelines to state bodies</li> <li>• Gender audit reports</li> </ul>	<ul style="list-style-type: none"> <li>• Increased compliance with gender equality provisions in the constitution;</li> <li>• Increased compliance with international norms and standards on gender equality;</li> <li>• Reduced gender disparities;</li> <li>• Increased gender integration/ mainstreaming;</li> <li>• Reduced gender gaps;</li> <li>• Increased gender sensitivity in educational environment/ institutions.</li> </ul>	Gender justice
		To monitor compliance with international, regional norms and standards and obligations on Gender Equality To recommend and monitor affirmative action in selected sectors			
<b>KRA 5. Institutional Capacity Strengthening</b>	To create an effective, efficient, visible Gender Commission	To enhance visibility of the Zimbabwe Gender Commission	<ul style="list-style-type: none"> <li>• Performance management system;</li> <li>• Operational systems;</li> <li>• Human resource and administrative manuals;</li> <li>• Media strategy;</li> <li>• Fundraising strategy;</li> <li>• Strategic plan;</li> <li>• Operational plan;</li> <li>• Monitoring and Evaluation plan;</li> <li>• ZGC budget.</li> </ul>	<ul style="list-style-type: none"> <li>• Accessible and functional Zimbabwe Gender Commission;</li> <li>• Effective Zimbabwe Gender Commission.</li> </ul>	Efficient ZGC
		To strengthen the internal capacity and structure of the ZGC			

## 7. Organisational structure

The Organisational structure of the ZGC is set out in its Human Resources Manual.

## 8. Risk management

The ZGC is required to uphold its Constitutional duty to be impartial and fair in its conduct. It is a requirement that the ZGC function with full independence in line with the provisions of Section 235 of the Constitution that creates independent commissions. Independent commissions are bound by Section 242 of the Constitution to protect and defend their autonomy and mitigate against all forms of interference that may impinge against a Commission's ability to fulfill its obligations.

They are required to discharge their mandate with independence and freedom of interference. That being said, a variety of factors may impede the Commission's ability to operate without undue influence or interference from external forces. The Commission is aware of these threats. The Commission will act diligently so as to avert and mitigate any real or perceived risk(s) to the absolute independence of the Commission, free of external influence or interference, and will exhibit no prejudice or favour in the execution of its mandate. Members of the Commission are persons of high integrity with no overt allegiance to any political parties or groupings.

## 9. Funding the strategic plan

### Summary of Proposed Budget Strategy

Gender equality funding across the world has been on the wane. Institutions mandated to champion gender equality and women's human rights are finding creative solutions for the lack of critical financial resources to enable gender equality results to be achieved. The ZGC is empowered by the Constitution to receive resources from Treasury through bids submitted to the Government of Zimbabwe's Ministry of Finance. In addition to budget resources supplied by the state, the ZGC is enabled to raise resources from interested donors and funding partners. It is proposed that the ZGC will do so by convening a donor round table with a view to establishing a gender equality fund for the purposes of the ZGC's operational and programmatic needs. As such, the ZGC will expend its energies in designing and ratifying a donor engagement and outreach strategy. In the initial years, the budget is viewed as enabling the ZGC to acquire requisite and suitable tools and facilities to make it for mandate. In subsequent years, the budget demands will shift to have a greater accent on programmatic resource inflows. The ZGC may consider raising some of its own resources through independent means such as hosting gender festivals, conferences and fairs to which a sponsorship package is designed and implemented. The ZGC will ensure that senior level personnel who are mandated to raise and manage resources are appointed to the ZGC operational team. To do so, the ZGC will pay due attention to aligning the institutional organogram with the resource mobilization and management targets of the ZGC.

### Proposed values of resource stewardship

- Competitive procurement practices based on gender equality ethos and affirmative action ensuring that contracts are awarded to vendors based on competence and gender sensitivity
- Sustainable and smart financial partnerships that result in resource economy, efficiency, effectiveness through transferring ownership of the programme to the ZGC stakeholders and local levels
- Decentralizing the staff structure to reduce travel costs
- Strong accounting systems and oversight
- Anti-Corruption Policy
- Whistle-blowing policy

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