



ZIMBABWE

# National Women in Leadership and Decision Making Strategy

February 2023

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**Spotlight  
Initiative**  
To eliminate violence  
against women and girls



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## ACRONYMS

<b>AGRITEX</b>	Agricultural Technical and Extension Services
<b>AWET</b>	Apostolic Women Empowerment Trust
<b>CEDAW</b>	Convention on the Elimination of all forms of Discrimination Against Women
<b>CEO</b>	Chief Executive Officer
<b>CSOs</b>	Civil Society Organizations
<b>CZI</b>	Confederation of Zimbabwe Industries
<b>EMCOZ</b>	Employers' Confederation of Zimbabwe
<b>ILO</b>	International Labor Organization
<b>MASO</b>	Midlands AIDS Service Organisation
<b>MWACSMED</b>	Ministry of Women Affairs Community, Small and Medium Enterprise Development
<b>NANGO</b>	National Association of Non-Governmental Organizations
<b>NCDPZ</b>	National Council of Disabled Persons of Zimbabwe
<b>NDS</b>	National Development Strategy
<b>NGOs</b>	Non-Governmental Organizations
<b>OPC</b>	Office of the President and Cabinet
<b>PROWEB</b>	Professional Women, Women Executives and Business Women's Forum
<b>SADC</b>	Southern Africa Development Committee
<b>SEPs</b>	State Owned Enterprises and Parastatals
<b>SGBV</b>	Sexual Gender Based Violence
<b>UN</b>	United Nations
<b>UNCRPD</b>	United Nations Convention on the Rights of People with Disabilities
<b>UNDP</b>	United Nations Development Program
<b>VC</b>	Vice Chancellor
<b>WLSA</b>	Women and Law in Southern Africa
<b>WiPSU</b>	Women in Politics Support Unit
<b>VDCOs</b>	Village Development Committees
<b>WADCOs</b>	Ward Development Committees
<b>WCoZ</b>	Women's Coalition of Zimbabwe
<b>WLSA</b>	Women and Law in Southern Africa
<b>WPSU</b>	Women in Parliament Support Unit
<b>ZCTU</b>	Zimbabwe Confederation of Trade Unions
<b>ZEC</b>	Zimbabwe Electoral Commission
<b>ZFTU</b>	Zimbabwe Federation of Trade Unions
<b>ZHRC</b>	Zimbabwe Human Rights Commission
<b>ZSE</b>	Zimbabwe Stock Exchange
<b>ZWLA</b>	Zimbabwe Women Lawyers Association

## FOREWORD

The development of this National Women in Leadership and Decision Making Strategy was initiated by the Ministry of Women Affairs Community, Small and Medium Enterprises Development. The Ministry realised that women are under-represented in leadership positions in all sectors. The SADC Protocol on Gender and Development obligates its Member States for action in specific areas to achieve gender equality and equity. This also draws our attention to the participation of women in decision making as an essential component in our national development agenda for gender equality and equity. It requires concerted and coordinated efforts by Government to advocate for redistribution of power and award equal opportunities for women in leadership and decision-making positions in all areas at all levels. But even most importantly is that the Constitution requires the state to take positive measures to rectify gender discrimination and imbalances resulting from past practices and policies.



The Women in Leadership and Decision Making Strategy is a result of extensive consultations and in-depth analysis of the situation by a number of stakeholders. Stakeholders drawn from the public and private sector, civic society organizations, the UN agencies and Development Partners participated in the development process. An inter-ministerial committee made up of gender focal points from key Ministries provided oversight guidance to the process. My Ministry is therefore confident that the provisions of the strategy are grounded on good evidence and guidance.

The stakeholders identified five thematic areas namely; the Public Sector, Private, Political, Civil Society and Community with some strategies on how to advance women's self-reliance and strengthening through a process of awareness and capacity building. The vision is to build a gender just society in which all men and women enjoy equality and equity and participate as equal partners in the development process of the county. Gender cuts across all sectors and therefore this strategy has been developed to guide all sectors in making gender considerations in planning, resource allocation, implementation, monitoring, evaluation and reporting.

I urge all sectors to commit to this mission of gender equality and equity. The Challenge ahead is to ensure consistence in pursuant of this mission. I implore each one of us as we plan and develop our programmes at any level, or even as we engage in our social networks, to always pause the question, "What implications will this initiative or action have on women and girls." I wish to thank those who have contributed to this process, particularly the UNDP for providing financial and technical support. I pledge full dedication of my Ministry and its staff towards the implementation of the strategy.

Hon. Dr Sithembiso G.G. Nyoni (MP)  
**Minister of Women Affairs, Community, Small and Medium Enterprises Development**

## ACKNOWLEDGEMENTS

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M. Mhike

**Permanent Secretary for Women Affairs, Community, Small and Medium Enterprises Development**



# INTRODUCTION

The Country is party to key global, regional and national gender equality protocols. The Government of Zimbabwe recognises that gender equality in decision making and leadership are a Human Rights, Democratic and Socio-Economic imperative. The country is party to global, regional and national gender protocols that include: Convention on the Elimination of all Forms of Discrimination Against Women (CEDAW); The Beijing Declaration and Platform for Action; The International Convention on Civil and Political Rights; Southern African Development Community (SADC); Protocol on Gender and Development (Revised 2017); Protocol to the African Charter on Human and Peoples Rights on the Rights of Women; The Sustainable Development Goal No. 5 and 16 on Gender Equality and Empowerment of Girls and on Peace, Justice and Strong Institutions respectively; The United National Security Council Resolution 1325; The Constitution of Zimbabwe (2013) and the Revised National Gender Policy (2017).

## 1.1 Zimbabwe Gender Equality Policy Framework

**Zimbabwe has made significant milestones in developing a strong legal, policy and planning framework for creating an enabling environment to operationalize gender equality principles:** Zimbabwe has one of the strongest gender responsive constitutions in the region which provides for among others: Section 17 of the **Constitution** requires the state to promote participation of women in all spheres of development and calls for equal representation in all institutions and agencies of government at all levels; a 50/50 participation of men and women in all Commissions and also requires that all women constitute at least half the elective and appointed bodies in decision making. The National Development Strategy 1 (2021-2025), advocates for systematic mainstreaming of gender in all sectors of development. The National Gender Policy also highlights the importance of integrating gender equality principles in decision making structures and processes. The National Youth Policy (2000) notes constraints that women face as opposed to their male counterparts in leadership roles. It also highlights the importance of young women's contribution towards national development. Zimbabwe National Employment Policy Framework (2009) highlighted the need for equal employment opportunities between men and women as well as provide targeted support in the form of cluster-based development for women, youths and rural areas. Zimbabwe ratified the United Nations Convention on the Rights of Persons with Disabilities (UNCRPD) in 2013 and as such it is important to incorporate integration of Persons with Disabilities in the Development of this strategy. In 2021, the government adopted the National Disability policy which highlights the human rights of persons with disability and indeed their importance in participation in all aspects of development including leadership.

## 1.2 Status of Women in Leadership across Sectors: An Overview

### 1.2.1 Participation of Women in Politics at National Level

**Participation of women in politics remains an area of concern, with the country below the 50-50 political representation target provisioned in the Constitution:** While 2 political parties have gender policies and are using a quota system. Political will to implement such policies is still missing. Women's wings in the political parties that have them, lack decision making power that can impact the overall decisions of the party. Outside the quota system the National Assembly does not use proportional representation for electing women, the senate does make use of proportional representation. The quota system used for the National Assembly is a formula which allocates additional number of seats to women but does not provide for gender equality. Furthermore, women are not able to garner these seats by themselves without provision of the quota system.



**Currently there is no affirmative action within Zimbabwean political spaces. What is there are voluntary party quotas.** The parties are poor in terms of managing diversity. As a result of the quota system women representation in the National Assembly rose from 16% in 2012 to 32% in 2019, despite the quota system (60 reserved seats for women) the representation of women in the National Assembly is still very low. Of the total 350 seats available in the National Assembly, the assembly continues to be characterised by male dominance and marginalisation of women.<sup>1</sup> Zimbabwe still falls far below the 50% gender parity representation envisaged by the SADC protocol. The level of participation of female members in the National Assembly and the Senate remains an area of concern. However, the deputy speaker of Parliament is a female which is a good practice. Currently chairpersons of parliamentary committees constitute 17 males and 9 females. The Senate has a female president who is also very senior in her political party which is a best practise. This may in turn work as an engine to influence other women in politics through capacity development. Furthermore, female representation in Senate rose from 23% in 2012 to 44% in 2019.<sup>2</sup>

**Local government is part of the important structures at community/rural development level.** Currently representation of women in local government declined from 16% to 14% in the July 2018 harmonised elections and has gone down from this statistic. Limited participation of women in local authorities starts with fielding of candidates where in most cases fewer women than men are fielded. For example, in the 2018 elections, only 17% of fielded candidates for local government were females. The government directed that there be 30% female representation in Local Government and this should be quoted under the Constitution. Currently the country has a total of 261 female councillors compared to 1,697 male councillors.<sup>3</sup>

### **1.2.2 Participation of Women in the Public Sector**

The Constitution mandates equal participation of women across governance structures. However, women representation remains low across all spheres of life. Other than the Provincial Ministers where there is a gender balance (50/50), most key senior positions in government are held by men. All Vice Chancellors (VC) positions in state universities are male. Overall women participation in leadership in the public sector is approximated at 30%.<sup>4</sup> Table I provides for participation of women across the public sector.

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<sup>1</sup> UNDP, Zimbabwe Common Country Assessment 2021: Final Draft

<sup>2</sup> Ibid

<sup>3</sup> Zimbabwe Gender Commission Monitoring and Evaluation Framework

<sup>4</sup> Ibid

*Table 1: Leadership Positions in the Public Sector by Gender*

	Designation	Men	Women	Total	% Share of Women	
1	Cabinet Ministers	16	5	21	23.8%	
2	Deputy Ministers	17	4	21	19%	
3	Ministers of State	5	5	10	50%	
4	Parliament	Lower House	185	85	270	31.4 %
		Upper House	45	35	80	43.7%
5	Local Government Councilors	1684	274	1958	13.9%	
6	Permanent Secretaries	16	6	22	27.2%	
7	Commissioners in the Public Service	6	2	8	25%	
8	Chief Directors	59	24	83	28.9%	
9	Directors	166	82	248	33%	
10	Deputy Directors	463	239	702	34%	
11	Ambassadors	39	11	50	22%	
12	Vice Chancellors – State Universities	11	0	11	0%	
13	Principals of State owned Teachers Colleges	6	8	14	57%	
14	Principals of State Owned Agricultural colleges	6	2	8	25%	
15	Principals of State Owned Poly-Technical colleges	6	2	8	25%	
16	Heads of Government Primary Schools	2168	776	2934	26.4%	
17	Heads of Government Secondary Schools	1940	416	2356	17.6%	
18	Supreme Court Judges	7	7	14	50%	
19	High Court Judges	19	11	30	36.6%	
20	Registrars	8	5	13	38.4%	
21	Magistrates	156	94	250	37.6%	
21	CEOs of Parastatals/State Enterprises	77	23	100	23%	
23	Chairpersons of Boards of Parastatals/State Enterprises	71	29	100	29%	
24	Ownership of Private Limited Companies	4040	729	4769	15.2%	
	Composition of Board Members for Parastatals					

	Name of Parastatal	Men	Women	Total	% Share of Women
25	Grain Marketing Board	6	2	8	25%
26	National Railways of Zimbabwe	4	3	7	42.8%
27	Minerals Marketing Cooperation of Zimbabwe	4	3	7	42.8%
28	Zimbabwe Tourism Authority	5	4	9	44.4%
29	ZESA Holdings	5	2	7	28.5%
30	ZINWA	5	5	10	50%
31	ZERA	2	4	6	66.6%
32	ZBC	5	3	8	37.5%
33	NSSA	7	3	10	30%
34	Zimbabwe Parks and Wildlife	5	2	7	28.5%
35	Environment Management Agency	7	3	10	30%
36	TELONE	10	4	14	28.5%
37	ZUPCO	7	1	8	12.5%
38	NSSA Bank	5	3	8	37.5%
39	ZIMRA	6	4	10	40%
40	ZINARA	6	5	11	45.4%
41	POSB	5	4	9	44.4%
43	ZIMSEC	3	3	6	50%
44	SMEDCO	4	1	5	20%
45	ZIA	5	4	9	44.4%
46	Research Council of Zimbabwe	7	8	15	53.3%
48	ZPC	4	2	6	33.3%
49	ZETDC	4	3	7	42.8%
50	Power-Tel	4	2	6	33.3%
51	NOIC	4	2	6	33.3%
52	REA	6	3	9	33.3%
53	Telecel	4	2	6	33.3%
54	Women Micro-Finance Bank Statistics for Zimbabwe Independent Commissions	3	4	7	57.1%

	COMMISSION	MEN	WOMEN	TOTAL	PERCENTAGE
55	Human Rights Commission	5	3	8	37.5%
55	Public Service Commission	4	3	7	42.8%
56	Zimbabwe Electoral Commission	4	5	9	55.5%
57	Zimbabwe Gender Commission	4	5	9	55.5%
58	National Peace and Reconciliation Commission	4	5	9	55.5%

**Source:** Zimbabwe Gender Commission Monitoring and Evaluation Framework

Overall, statistics show that participation of women across board still remains very low.

### **1.2.3 Participation of Women in the Private Sector**

Private sector companies in Zimbabwe have fewer female seating on their board of directors and the pipeline of female leaders is alarmingly thin. In State Owned Enterprises and Parastatals (SEPs) women do not constitute at least half of membership of their strategic agencies as envisaged in the constitution. In 2019, out of 106 CEOs of state-owned parastatals, there were only 15 female Chief Executive Officers (CEOs) (14.6%).<sup>5</sup> Furthermore, in 2019 of the 60 ZSE listed companies 20 boards were made up of men only, 16 boards had only one-woman board member, 6 boards had 2 women board members, while 11 boards had 3 women board members. Only 5 listed boards were chaired by women out of 60 listed companies.<sup>6</sup> Out of 64 CEOs of companies that are listed on the Zimbabwe Stock Exchange (ZSE), 61% were men and women constituted 4.68%. Private companies that are registered with the Employers Confederation of Zimbabwe reflected that only 15% CEOs of companies are women, 5% sit in the board of directors, while 18% or less are senior and middle management. From the Zimbabwe Federation of Trade Unions, out of the 27 affiliate institutions, all are led by male general secretaries. Despite existence of policies that advocates for female representation in boards including the Public Entities and Corporate Governance Act,<sup>7</sup> application of these principles in institutions is non-existent. Majority of parastatal boards are led by males. In the tourism sub sector, there is no consistency in the existence of gender equality policies, while some companies have such policies, others rely on sectorial policies. There is no transparency for women who apply for leadership positions in parastatals. Consultations showed that majority of women who apply are not considered and this calls for the need for putting in place transparency systems for such appointments. The Ministry has put in place a data base for qualified women where potential women to be considered in boards are selected from.

### **1.2.4 Participation of Women in Civil Society**

There are women's groups and coalitions in Zimbabwe whose aim is to enhance gender parity in organizations and ensure the participation of women in leadership and decision-making positions. Many Non-Governmental Organizations (NGOs) which are not women's groups are led by men and in some cases, women may be just used as fronts. Consultations with stakeholders indicated that there are CSOs which have female leaders. These include National Council of Disabled Persons of Zimbabwe (NCDPZ), MUSASA, Midlands AIDS Service Organization (MASO), Childline Zimbabwe, Zimbabwe Women Lawyers Association (ZWLA), Apostolic Women Empowerment Trust (AWET), Women and Law in Southern Africa (WLSA), Women in Politics Support Unit (WiPSU). Further, there was an overall observation that there is a fairer representation of women in the civil society boards. (National Association of Non-Governmental Organisation (NANGO) board is chaired by a woman) especially in organizations that deal with gender, sexual reproductive health rights and other family related issues. Issues such as politics, governance, agriculture, energy, and wildlife are still dominated by men. Furthermore, there are tendencies where women can be oppressed by other women in women led civil society organisations.

### **1.2.5 Rural/Community Development**

Rural/Community Development sector has many facets of leadership to be considered. For this strategy, the discussion will revolve around local governance leadership, chieftainships, and village heads. Administrative structures to include Village Development Committees (VDCOs), Ward Development Committees (WADCOs) will be looked at and other development structures to include

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<sup>5</sup>UNDP, Zimbabwe Common Country Assessment 2021. Final Draft

<sup>6</sup>Ibid

<sup>7</sup>Zimbabwe Public Entities and Corporate Governance Act [Chapter 10:31]

Natural Resource Management Committees (water, mining resources, forests, agricultural development etc) are also reflected.

At baseline the country had only 5 female chiefs out of 285 male chiefs. Patriarchy, culture, and traditional practices tend to affect female participation in roles of chieftainships. However, there is a number of female chiefs who have been sworn in already. Administrative structures such as WADCOs and VDCOs show limited if not non-participation of women in these structures. There are less chances for women to lead these structures. WADCOs majority of which are led by councillors who are predominantly male. Equally VDCOs are led by senior Village Heads most of which are men.

### **1.2.6 Other Development Structures (natural resources, agriculture, and other economic development structures)**

Irrigation schemes constitute a key feature of agricultural activity at rural communities. While women were noted to be part of irrigation committee structures, they appear to have no voice in key decision making. In most communities, water point committees are in place with limited participation of females. Women constitute the highest proportion in the agricultural labour force; however, fewer females take part in the agricultural value chain. This involves distribution and dealership of seeds and marketing of agricultural produce.

### **1.3 Benefits of Women in Leadership and Decision-Making Positions**

Global gender protocols highlight the importance of women's participation in leadership and decision making. The Beijing Platform for Action advocated for the prioritization of women's leadership through ensuring women's equal access to and full participation in power structures and decision-making and increase in their capacity to participate in decision-making and leadership. The 2030 Agenda for Sustainable Development underscored the need and urgency to achieve gender parity in leadership.

The Convention on the Elimination of all forms of Discrimination against Women explicitly mentions women's political equality and participation at all levels. It emphasizes that all state parties must take corrective measures aiming at the elimination of discrimination against women in all spaces of life. Overall, there are benefits in women participation in leadership and decision making. Participation of males and females in leadership and decision making broadens perspectives, increases creativity and innovation, diversifies the pool of talents and competencies, reduces conflicts and improves the processes of decision making and promotes inclusive development. Figure I summarizes some of the critical benefits of representation of women in leadership and decision-making positions.



Figure I: Benefits of Women in Leadership Positions across Sectors  
Secondary source, Women Deliver Website

responsiveness to citizen needs, increased cooperation across party and ethnic lines, and a more sustainable future. Female members of the National Assembly with the support of male champions pushed for the Domestic Violence Act and a gender responsive constitution as well as a gender responsive budgeting. Organizations with better financial resources have more women in leadership roles<sup>8</sup>.

## 2. SECTOR STRATEGIES

### 2.1 Women in Politics at National Level

**Table 2: Strategies in Politics at National Level**

Outcome 1: All political parties are implementing gender responsive policy frameworks by 2025.		
No.	Outputs	Strategies
1.1	Female candidates across parties have both financial and leadership skills to effectively participate in elections	<ul style="list-style-type: none"> <li>1.1.1 Review the Political Parties Finance Act for increased access of financial support to female candidates as well as educating women on the contents of the Finance Act in order to raise awareness of their rights.</li> <li>1.1.2 Political parties invest in capacities and leadership skills of prospective female candidates</li> <li>1.1.3 Engage families in order to support the female candidate financially.</li> <li>1.1.4 Address cultural norms at community level for mindset shifting in viewing women in politics.</li> <li>1.1.5 Establish a political financial resource/basket fund through which political parties can finance female candidates for elections.</li> <li>1.1.6 Establish a basket fund to support female candidates across all parties to be coordinated through the UN system.</li> </ul>
1.2	All political parties field at least 50% of female candidates for elections as parliamentarians, councillors and senate members.	<ul style="list-style-type: none"> <li>1.2.1 All political parties engage in reforms aimed at improving gender responsiveness of party structures and policies.</li> <li>1.2.2 Establishment of an umbrella body/platform for gender responsiveness for all political parties</li> <li>1.2.3 All-inclusive political party structure review of electoral laws aimed at sanctioning political parties to increase representation of women.</li> <li>1.2.4 Compel political parties to adhere to Constitutional provisions on gender equality.</li> <li>1.2.5 Political parties support prospective female candidates with capacities for campaigning and leadership skills.</li> <li>1.2.6 For primary elections, political parties aim at gender parity in nominated candidates.</li> <li>1.2.7 Media houses to increase coverage for female candidates running for election to enhance their visibility across all political parties.</li> <li>1.2.8 Conduct mind-shift campaigns and advocacy so that communities are made aware that there is no problem with a woman participating in politics.</li> </ul>
1.3	SGBV perpetrated against female candidates within and across parties is eliminated by 2023.	<ul style="list-style-type: none"> <li>1.3.1 Review the current legal provisions addressing SGBV such as the Criminal Codification Act and the Electoral Act to include elections related SGBV.</li> <li>1.3.2 Political parties should draft a common agreement with sanctions which lists the nature of punishments for perpetrators of SGBV during elections. The punishments should be harsh to deter potential offenders from participating in elections</li> </ul>

	<p>1.3.3 ZEC to create a multi-party liaison office at ward, district, constituency and provincial levels where elections related SGBV can be swiftly reported and addressed.</p> <p>1.3.4 Media houses to air discussions on SGBV in election context to prevent such incidences. Furthermore, the media should publicize widely the agreed punishments among parties for perpetrators of SGBV</p>
1.3.5 1.3.6	<p>Engender the electoral Act for inclusion of violence against female candidates</p> <p>Enact a Cyber-Bullying Bill to protect female candidates.</p>

**Outcome 2: A minimum of 30% female candidates are elected as members of the National Assembly in the 2023 harmonized elections.**

No.	Outputs	Strategies
2.1	<p>50% of constituencies are earmarked for inclusive female leadership.</p>	<p>2.1.1 Reform electoral laws to enhance increased participation of women in politics.</p> <p>2.1.2 Review electoral system policy and procedures to include the election of 210 constituencies through a zebra system (have a 105-105 constituency representation)</p> <p>2.1.3 Zebra listing of candidates should include 10% of female persons with disabilities for the 2023 elections and preceding elections.</p> <p>2.1.4 Within the zebra system of party listing, 40% should represent youths ages 18 to 35 years including women.</p> <p>2.1.5 All constituencies to be delimitated by gender using the horizontal system of listing.<sup>9</sup></p> <p>2.1.6 Zimbabwe Electoral Commission (ZEC) and all Political parties must put resources aside to cater for reasonable accommodation for potential female political candidates with disability, young women and youths to effectively run for elections.</p> <p>2.1.7 Maintain Constitutional provisions and advocate for a 50-50 female representation in the National Assembly</p> <p>2.1.8 Establish an all-party structure to monitor the implementation of this strategy.</p> <p>2.1.9 Support continuous capacitation of women parliamentarians to push for the gender agenda.</p>
2.2	<p>The capacities of women in the house of assembly be enhanced for active participation by 2025.</p>	<p>2.2.1 Early identification of women in different provinces to groom for effective leadership. Support for Junior MPs and Councillors at secondary school level in order to catch them young.</p> <p>2.2.2 Once elected to power, respective civil society and development partners should build the capacity of female elected members for female candidates to include communication skills, etiquette, and leadership skills.</p>

<sup>9</sup> Horizontal listing entails that election lists have equal number of both men and women

		2.2.3 There should be a monitoring system to track frequency and quality of national assembly members 2.2.4 Capacitate the girl child at grassroots level on quality leadership skills.
<b>Outcome 3: Senate and Councilors have inclusive and effective female representation by 2023.</b>		
<b>No.</b>	<b>Outputs</b>	<b>Strategies</b>
<b>3.1</b>	Elected female senators are capacitated for their roles and functions	<p>3.1.1 Train female senators in policy analysis and value addition</p> <p>3.1.2 Train female senators in public debates, etiquette, and presentation</p> <p>3.1.3 Provide capacity building to female senators on emerging debatable issues for greater appreciation of content debated in the house on a quarterly basis.</p> <p>3.1.4 Conduct quarterly evaluations of participation of female senators.</p>
<b>3.2</b>	A proportion of 50% of female senators is accomplished from 44% in the 2018 elections	<p>3.2.1 Consider an additional quota for female senators (at least 20 seats) as in the national assembly</p> <p>3.2.2 Consider a 50 50 gender balance in the selection of chiefs that are elected as senators</p> <p>3.2.3 Advocate for implementation of constitutional provisions for all governance structures</p> <p>3.2.4 Involve grass-root level structures to groom young girls in rural communities to be future senators.</p> <p>3.2.5 Support devolution of power in programming to encourage home grown strategies.</p> <p>3.2.6 Develop a monitoring framework to ensure gender parity across all sectors</p>
<b>3.3</b>	Capacities of prospective female councilors for election is build.	<p>3.3.1 Mount capacity building programmes for prospective female councilors on campaigning, public speaking, resource mobilization and affirmative action for financing female candidates.</p> <p>3.3.2 Engage vibrant institutions to provide prospective female councilors with political and financial skills for effective campaign strategies.</p> <p>3.3.3 Engage media houses to provide capacity to female councilors through different media platforms including showcasing female candidates in media spaces.</p> <p>3.3.4 Media houses to set aside special columns for print media or television for female candidates to campaign and increase their visibility.</p> <p>3.3.5 Provide financial support from the established basket fund coordinated by the UN for female candidates to use social media platforms during campaigns.</p> <p>3.3.6 Conduct targeted sensitization for traditional and cultural gate keepers (chiefs, village heads and other cadres) on the importance of gender transformative programmes addressing negative social norms that limit female participation in administration structures. The training should also include constitutional and other policy provisions on gender equality on a continuous basis.</p>

## 2.2 Women in Leadership in Public Sector

Table 3: Strategies for the Public Sector

Outcome I: Participation of females in leadership and decision making has increased to 50% in 2025 from 30% in 2021.		
No.	Outputs	Strategies
1.1	There is relative gender balance in key public sector roles (permanent secretaries, chief directors, directors, deputy directors and ambassadors) by 2025.	<ul style="list-style-type: none"> <li>1.1.1 Public Service Commission to conduct trainings for female middle managers and deputies on senior leadership twice per year. Trainings should also start at the grassroots level.</li> <li>1.1.2 Enhance the functionality of the data base of potential female professionals which is in place for consideration to top leadership positions.</li> <li>1.1.3 Support the establishment of an association where female Permanent Secretaries can be joined by Chief Directors to build capacity and networking.</li> <li>1.1.4 Public service and HR Departments to introduce a quota system for key senior positions in the public sector to align to Constitutional Provisions.</li> <li>1.1.5 Advocate for gender parity for all public sector top positions</li> <li>1.1.6 The public service commission should revise recruitment and promotion policies and procedures so that the receiving institutions (government departments) jointly adhere to gender equality provisions of the constitution for top management positions.</li> <li>1.1.7 Partners such as UNDP working with UNWWD and ILO support public sector gender seal certification</li> <li>1.1.8 Reinforce equal representation across all structures in the public sector thereby aligning with the Constitutional provisions.</li> <li>1.1.9 Provide training and capacity building for women candidates including financial assistance.</li> </ul>
1.2	25% of State universities are led by females by 2025 from 0% in 2021.	<ul style="list-style-type: none"> <li>1.2.1 Establish a platform of identifying female Vice Chancellors (VC) in the next 5 years, introduce and reinforce a quota system for appointments.</li> <li>1.2.2 Support the establishment of an association of women in education leadership in order to support each other on capacities.</li> <li>1.2.3 Consider a gender responsive succession plan where a male VC have a pro -VC who is female and for grooming purposes.</li> <li>1.2.4 Conduct biannual trainings for female middle managers for top transformative leadership</li> <li>1.2.5 Establish a data base that have female potential candidates with the required qualifications and operationalize the zebra system in terms of serving the position of the VC's office.</li> </ul>
1.3	Public service policies and procedures are reviewed to adhere to constitutional	<ul style="list-style-type: none"> <li>1.3.1 Reinforce alignment of public sector provisions to the Constitution Amendment No 2.</li> <li>1.3.2 Develop a monitoring framework where a periodic gender audit of the public service is conducted to assess compliance to statutory provisions.</li> </ul>

	Provisions in gender equality in top and middle management positions.	1.3.3	Consider proportional representation for the appointment of Ministers and Deputy Ministers to adhere to constitutional provisions on gender equality in the public sector.
	SGBV involving top male/female management and female/male middle management relating to promotion and favors is eliminated in the public sector.	1.4.1 1.4.2 1.4.3 1.4.4	Operationalize the Public Service Commission Gender Strategy Protect and offer post abuse counselling for women who are sexually abused through utilizing the gender focal points system starting from deputy director level. Consider harsh penalties for perpetrators of SGBV at duty stations in order to protect female victims. Public service to build awareness on the Sexual Harassment Act and have extensive awareness of the Act across the public sector.
1.4			



## 2.3 Private Sector

Table 4: Strategies for the Private Sector

Outcome 1: Proportion of female CEOs in the private sector reach 35% by 2025 from less than 5% in 2021.		
No.	Outputs	Strategies
1.1	A gender responsive policy framework for private sector in line with the provision of Corporate Governance Act	1.1.1 Conduct regular training for female middle managers, deputies and low-level women employees together with male counterparts on senior leadership twice a year through creation of a strong women leadership network across the private sector and SMEs.
		1.1.2 Advocate for effective implementation of the provisions of the Corporate Governance Act and provide incentives for those who comply such as provision of tax exemptions.
		1.1.3 Private companies listed in the stock exchange and SMEs to develop gender responsive policies targeting leadership issues and work life balance issues. Development partners such as UNDP and UN Women can assist through offering private sector gender seal certification.
		1.1.4 Stock exchange to make it mandatory for private sector firms to have gender balance in top and middle management as a pre-requisite for registering
		1.1.5 Shortlisting of candidates for board appointments to be done by a gender balanced panel.
		1.1.6 MWACSMED to collaborate with other organizations such as National Social Security Authority (NSSA) to come up with a checklist on gender sensitivity for private companies.
1.2	Deliberate capacity of female middle managers and those in all positions in the private sector for effective transformative leadership	1.2.1 Private umbrella bodies such as PROWEB, EMCOZ, Institute of Directors, to establish a mixed (both males and female) leader's platform in various professions for networking annually.
		1.2.2 Private sector firms to expose female middle managers to cross learning from successful female leaders at a global level.
		1.2.3 Middle female managers to be supported and encouraged to join clubs that are rich in networks in the private sector (e.g. golf clubs)
1.3	SGBV is eliminated for potential female/male leaders in the private sector.	1.3.1 MWACSMED to conduct a national level study on the status of sexual violence in the private sector and potential impact on female/male leaders.
		1.3.2 Private sector should develop and operationalize sexual harassment policies to have a clear code of conduct for employees.
		1.3.3 Conduct continuous advocacy on sexual harassment across the private sector.
Outcome 2: Female representation in boards for private companies and parastatals is increased to 30% by 2025 from 5% in 2021		
No.	Outputs	Strategies
2.1	Capacity of private companies to operationalize gender equality principles is enhanced	2.1.1 Umbrella private sector institutions are trained on gender equality principles
		2.1.2 Private sector boards to receive biannual training on gender equality and operationalization at company levels
		2.1.3 MWACSMED to effectively operationalize the use of a data base of qualified females for board appointments in a transparency manner.

		<p>2.1.1 Train registered female candidates for board appointments on board capacities and skills through recognized institutions.</p> <p>2.1.2 Encourage qualified women to register for board appointments.</p> <p>2.1.3 Work on the development of the private sector Corporate Governance Act and ensure operationalization.</p>
	Stock Exchange sets gender compulsory targets for registered private companies and provides an incentive for those who adhere.	<p>2.2.1 Give already registered companies in the Zimbabwe Stock exchange to have gender balance in their governing boards</p> <p>2.2.2 Newly registered private companies in the stock exchange to meet gender requirements for gender balance in their boards</p> <p>2.2.3 Make it mandatory for private sector companies to have at least 2 board members when registering a company and one of them should be a female.</p> <p>2.2.3 Train Stock exchange in gender equality principles.</p>
<b>2.2</b>		

## 2.4 Civil Society

**Table 5: Strategies for Civil Society**

<b>Outcome 1: Proportion of Women in top leadership in sectors that are not in line with women's issues to include agriculture, energy, governance, and other issues increases to medium (35%) from a baseline of low (below 10%).</b>		
No.	Outputs	Strategies
1.1	Capacity of females in management and at all levels in Civil Society Organizations (CSOs) sectors is enhanced.	<ul style="list-style-type: none"> <li>1.1.1 Conduct a national level baseline study on gender and leadership in CSO sectors that are male dominated (eg energy, mining, forestry, land management and governance.)</li> <li>1.1.2 Development partners and relevant civil society organizations provide short content (topic specific) and management courses for women in the male dominated sectors.</li> <li>1.1.3 Civil society apply affirmative action in hiring females for top management positions in the male dominated CSO sectors.</li> <li>1.1.4 Establishment of women in CSOs leadership networks, to provide regular leadership trainings for women in middle management positions in the civil society</li> <li>1.1.5 Development partners and government set up a woman in leadership institute to train potential female leaders in key leadership and governance skills</li> <li>1.1.6 Provide mentorship programme by employing specialist services from other women led CSOs through a budding system where potential leaders are trained.</li> <li>1.1.7 Work closely with faith based organisations and advocate for churches who interact with majority of women to offer leadership training sessions.</li> <li>1.1.8 Develop policies that are tailor made to enhance women participation in civil society.</li> <li>1.1.9 Working through the Ministry of Primary and Secondary Education in partnership with development partners, the government should offer trainings to young girls at primary and secondary levels on leadership skills.</li> <li>1.1.10 Enhance capacities of everyone across the structure of CSOs.</li> </ul>
1.2	Proportion of female composition in boards in male dominated CSOs sector is enhanced to medium in 2025 from to at baseline.	<ul style="list-style-type: none"> <li>1.2.1 Conduct a national level baseline survey on gender composition of boards for CSOs that are male dominated</li> <li>1.2.2 Advocate for increased representation of women in CSO leadership positions particularly in sectors that are male dominated such as mining, engineering, agriculture, power, and energy.</li> <li>1.2.3 Provide skills-based scholarships at grassroots levels in leadership in male dominated trades.</li> <li>1.2.4 Provide training for males and females for board capacities including females that are in middle management to cover issues of governance, gender equality, conflict of interests, separation of duties between executive directors and board members.</li> </ul>

		<p>I.2.5 CSOs that are male dominated trained in gender equality and governance to enhance the importance of participation of females in boards.</p> <p>I.2.6 Conduct a baseline on women representation in CSO boards</p>
	<p>I.3.1 Operationalize Section 17 of the Constitution for inclusion of binding CSO to adhere to Constitutional gender equality provisions.</p>	<p>I.3.2 Sensitize CSOs and beneficiaries in constitutional gender equality provisions including national gender policies.</p> <p>I.3.3 Create a safe working environment that has clearly crafted policies such as Sexual Harassment where women can freely report such cases without intimidation.</p> <p>I.3.4 Craft policies that encourage young women and Persons with Disabilities (PWDs) to be in decision making positions in civil society.</p> <p>I.3.5 Advocate for CSOs to develop institutional gender policies that are aligned to the national one.</p>
I.3	Review legal and policy provisions for inclusion of civil society in adhering to gender equality requirements.	

## 2.5 Community/Rural Development

Table 6: Strategies for Community/Rural Development

Outcome I: The proportion of female councilors increased to 40% in the 2023 elections compared to about 18% in 2018 elections.		
No	Outputs	Strategies
1.1	Political parties have a robust strategy for female participation as elected councilors	1.1.1 All political parties come together and agree to adopt a zebra listing of candidates for local government.
		1.1.2 Set aside constituencies for participation of female councilors out of the 1958 possible seats and empower them on becoming leaders.
		1.1.3 Mount innovative programmes on behavior change within rural communities on inclusive leadership involving young women (18-35 years) and persons with disability. Such programmes could also include competitive initiatives for good practices in engaging young women and persons with disability in leadership in development processes.
		1.1.4 Mobilize male gender champions that will push for the gender agenda and set the tone for mindset shifting
		1.1.5 Provide a conducive environment for female PWDs to be able to participate in politics at community/rural leadership structures.
		1.1.6 Implement innovative ways of building capacity of women leadership at all levels including in schools reading materials and involvement in practical leadership in communities.
1.2	Election laws and procedures are reviewed for gender responsiveness to local governance.	1.2.1 Operationalization of Amendment 2 of the Constitution on proportional representation at local government.
		1.2.2 Educate prospective female candidates and youths on constitutional provisions and the second amendment to the constitution on gender and governance.
		1.2.3 Extend the modalities of the women's caucus to local government to enhance female advocacy and lobby for local governance.
		1.2.4 Amend the electoral laws to ensure they comply with Constitutional provisions.
1.4	SGBV perpetrated against potential female leaders across all structures at community level is eliminated.	1.4.1 Commission a national study on nature of SGBV perpetrated among potential leaders across structures at community level.
		1.4.2 Raise awareness among community gate keepers on SGBV and how it can be prevented and involve the community at large.
		1.4.3 Advocate for stiff penalties for perpetrators of SGBV at community levels and allow for external adjudication to avoid corruption.
		1.4.4 Support the design of community driven innovative structures and systems for protection of survivors of SGBV as well as provision of free counselling services. These structures should be equipped through training and offering services such as phones and bundles to carry out their mandate.
		1.4.5 Advocate for male and female SGBV and HPs (child marriages) community champions who will be offered training by development partners such as UNDP
		1.4.6 Identify and address harmful cultural practices that impede women from participating in decision making

**Outcome 2: Participation of females in community level administrative structures increases to medium (around 30%) by 2025 from a baseline of low (less than 10%).**

No	Outputs	Strategies
2.1	Participation of females as Village Development Committees (VIDCOs) and Ward Development Committees (WADCOs) increased to 30% by 2025	<ul style="list-style-type: none"> <li>2.1.1 Conduct a national survey for female participation in VIDCOs and WADCOs.</li> <li>2.1.2 Advocate for working strategies to field more female candidates as councilors.</li> <li>2.1.3 Mount national civic education on women rights and constitutional provisions with respect to female participation in community level administrative structures. The awareness should be simplified to cater for everyone at community level.</li> <li>2.1.4 Engage the leaders at grass-root level and educate them on the importance of gender equality and constitutional provisions on the same.</li> </ul>
2.2	Participation of females as chiefs and village heads is enhanced.	<ul style="list-style-type: none"> <li>2.2.1 Mount national level awareness raising on negative impact of patriarchal tendencies in leadership.</li> <li>2.2.2 Advocate for appointment of female chiefs and village heads in line with the provisions of the Constitution. This can be done through inclusion of women in the lineage of chiefs.</li> <li>2.2.3 Advocate for appointment of more female village heads.</li> </ul>
2.3	The proportion of females participating as lead agencies for agribusiness as well as top leaders in agriculture-based governance structures is increased.	<ul style="list-style-type: none"> <li>2.3.1 Ministry of Agriculture - Agritex and other development stakeholders should offer training for potential female leaders in agribusiness.</li> <li>2.3.2 Agritex and other development stakeholders to organize bi-annual indabas/training meetings for females in idle management from across a wide range of agriculture related businesses (livestock, fishery, poultry, and other activities). Further, finance should be provided for women in the agro-business.</li> <li>2.3.3 Implement a variety of capacity building programmes for women in agri-business with a focus on distribution of seeds, fertilizers, and marketing of produce.</li> <li>2.3.4 Implement programmes aimed at grooming potential female agriculture related leaders through provincial mentorship programmes so that these potential leaders learn from other successful leaders at provincial level to improve their leadership skills.</li> </ul>
2.4	Participation of females in governance structures for community natural resource management (water, forests, land, wildlife etc) is enhanced.	<ul style="list-style-type: none"> <li>2.4.1 Conduct a national level baseline study to identify key governance structures for community natural resource management issues and assess gender balance of leadership in these committees (water points committees, mineral extraction committees, wildlife management committees, land management, etc).</li> <li>2.4.2 Conduct capacity trainings for potential female leaders across the identified community natural resource management on a wide range of leadership skills such as running meetings, basic accounting, report writing, advocacy, etc).</li> <li>2.4.3 Design female led natural resource conservation programmes to include i) Forests and woodlots conservation; ii) Wet land management; iii) Fisheries and iv) Wildlife conservation.</li> </ul>

	<p>2.4.4 Sensitize communities on women participation in conservation issues and resilience building at community level.</p> <p>2.4.5 Support inclusion for men in female community projects to enhance security, support and ownership of these resources.</p>
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### **3. ACTION PLAN FOR THE NATIONAL STRATEGY**

The action plan provides the key activities against the planned outcomes/outputs per given sector. Estimate times by which the planned activities are expected to be accomplished is indicated in the framework. The framework for the Action Plan also provides for the lead institution/institutions who have the responsibility of managing the delivery of the planned results through the outlined activities. The lead agency/agencies will work in strong collaboration with implementing partners. The action plan is informed by sector strategies.

As such the delivery of this action plan is a joint effort between national lead agencies and implementing partners.

The following presents sector action plans.

### 3.1 Action Planning for in Politics at National Level

Table 7:Action Planning for Politics at National Level

No.	Output Results	Activities	Outcome Results					Lead Agency	Implementing Agencies
			Q3	Q4	Y2	Y3	Y4		
<b>Theme I: Participation of Women I Politics</b>									
1.1	Female candidates across Parties have both financial and leadership skills to effectively participate in elections	1.1.1 Commission a consultancy for review of the Finance Act, 2021 - Act No. 7 of 2021 1.1.2 Organise a stakeholder all parties workshop for review of the finance act. 1.1.3 Organise skills development multi-party workshops for potential female leaders from various political parties (10 workshops).	x	x				MWACSMED & Women in Parliament Support Unit (WPSU)	UNDP,WPSU Women and Law in Southern Africa (WLSA),ZEC, Women's Coalition of Zimbabwe (WCoZ), Women's Parliamentary Caucus, Gender Links, and other relevant stakeholders
1.2	All political parties field at least 60% of female candidates for elections as parliamentarians.	1.2.1 Establish an umbrella body/platform for gender responsiveness for all parties. 1.2.2 Conduct a series of workshops involving all parties aimed at improving structures and policies for gender responsiveness 1.2.3 Commission a consultancy to develop clear guidance for all parties in gender responsive structures and policies. 1.2.4 Political parties organise and conduct workshops for female candidates at district and ward levels. 1.2.5 Media houses provide campaign slots for running female candidates on all media platforms.	x	x	x	x	x	Women's Parliamentary caucus	MWACSMED,WPSU, WLSA, Gender links, Political parties,WCoZ and other relevant stakeholders
1.3	SGBV perpetrated against female candidates within and across parties is eliminated by 2023.	1.3.1 Commission a legal consultant the criminal codification Act for inclusion of elected related SGBV 1.3.2 Need for a series of stakeholder workshops at provincial and national level to review drafts by the consultant 1.3.3 A workshop of all political parties to draft a common pact which lists nature of	x	x	x	x	x	MWACSMED	ZEC, Zimbabwe Media Commission and Media houses, Msasa project, and other relevant stakeholders

<b>Outcome 2: A minimum of 30% female candidates are elected as members of the National Assembly in the 2023 harmonized elections.</b>							
2.1	50% of constituencies are earmarked for inclusive female leadership.	2.1.1	A consultancy to review electoral laws	x	x	x	
		2.1.2	Organise national and subnational workshops for stakeholder input to draft.	x	x	x	
		2.1.3	Submit a concise review report to the relevant ministry.	x	x	x	
		2.1.4	Multi-party platform develops an agreement for inclusion of 10% persons with disabilities and 40% youths in their zebra listing of candidates.	x	x	x	
		2.1.5	organise a multi-party platform meeting to endorse agreements on strategies for inclusion of persons with disability and youths	x	x	x	
		2.1.6	ZEC to conduct a national level delimitation workshop	x	x	x	
		2.1.7	ZEC and political parties set up special budget lines for reasonable accommodation for persons with disabilities to effectively run election.	x	x	x	
		2.2.1	CSOs in partnership with development partners organise a series of workshops for skills for elected women (National Assembly, Senate).	x	x	x	
2.2	The quality of women in the house of assembly be raised from low to medium performance by 2025.	2.2.2	Commission a consultant to develop a national monitoring system to track frequency and quality of national assembly members and senators.	x	x	x	
<b>Outcome 3: Senates and Councilors has Inclusive and Effective Female Representation</b>							
3.1		3.1.1	Conduct a series of workshops for female senators in policy analysis and value addition	x	x	x	MWACSMED, WPSU, UN Agencies, WIHLA, WCoZ, ZWLA, Gender Links, and other relevant stakeholders

	Elected female senators are capacitated for their roles and functions.	3.1.2 Conduct a series of workshops for female senators to be trained in public debates, etiquette, and presentation	x x x x x x x x x x	Women's Parliamentary Caucus	ZWLA, Gender Links, and other relevant stakeholders
		3.1.3 Commission a consultant to develop a framework for tracking participation of female senator	x x x x x x x x x x		
		3.1.4 Conduct biannual evaluations for participation of female senators.	x x x x x x x x x x		
3.2	A proportion of 50% of female senators is accomplished from 44% in the 2018 elections.	3.1 3.2 A Gender forum and multi-party platform to lobby for gender balance among chiefs elected.	x x x x x x x x x x	Women's Parliamentary Caucus	MWACSMED, WPSU, UN Agencies, WILSA, WCoZ, ZWLA, Gender Links, and other relevant stakeholders
3.3	Capacities of prospective female councilors for election is build.	3.3.1 Support a series of workshops and programmes on capacity building for prospective female councillors on campaigning, public speaking, resource mobilization and financing.	x x x x x x x x x x	Rural and Urban Councils, WILSA, UN Agencies, ZEC, Women's parliamentary caucus, other relevant stakeholders	Local Government
		3.3.2 Run innovative programmes to provide prospective female councillors with political skills for effective campaigning	x x x x x x x x x x		
		3.3.3 Media houses to support prospective female candidates through slots for showcasing in different media spaces	x x x x x x x x x x		

### 3.2 Action Plan for Public Sector

Table 8: Action Plan for Public Sector

Theme 2: Participation of Women in the Public Sector									
Outcome Results		Outcome I: Participation of Females in Leadership and Decision Making has Increased to 40% in 2025 from 30% in 2021.							
No.	Output Results	Activities		Lead Agency					Implementing Agencies
		Q3	Q4	Y2	Y3	Y4	Y5		
1.1	There is relative gender balance in key public sector roles (permanents secretaries, chief directors, directors, deputy directors and ambassadors) by 2025.	1.1.1 Development partners support MWACSMED to organise a series of training for female middle managers and deputies biannually. 1.1.2 MWACSMED in partnership with the Public Service Commission to develop a functional data base for potential female leaders. 1.1.3 Organise a workshop for public service and key HR staff from government to brainstorm and come up with quota system measures for gender equality in top management. 1.1.4 Commission a consultant to work with the Public Service Commission to review promotion and recruitment policies for the public sector for top management positions. 1.1.5 Support MWACSMED and Public Service Commission to generate a competency-based mapping system for a pool of potential for top leadership in the public sector.		x	x	x	x		Zimbabwe Human Rights Commission (ZHRC), Gender Commission, and other relevant stakeholders
1.2	25% of State Universities are led by females by 2025 from 0% in 2021.	1.2.1 Ministry of higher education to develop a circular for all state universities to consider female leaders in future recruitments. 1.2.2 Conduct a series of biannual training for middle management for top leadership positions.		x	x	x	x		Office of the President and Cabinet

		1.3.1 Development partners support MWACSMED to run a series of consultative workshops on the Constitutional second amendment bill for inclusion of gender equality across the public sector.	x	x	x	x	x	x		
1.3	Public service policies and procedures are reviewed to adhere to constitutional provisions in gender equality in top and middle management positions.	1.3.2 Support MWACSMED for a series of policy dialogue sessions with higher political leaders on advocacy for gender equality for ministers and deputy ministers	x	x	x	x	x	x	MWACSMED	Public Service Commission, Gender Commission, ZHRC, other relevant stakeholders
		1.3.3 Support invitation of high level of female advocacy to engage with top leadership for in gender equality for positions of ministers and deputy ministers.	x	x	x	x	x	x		
1.4	SGBV involving top male management and female middle management relating to promotion and favors is eliminated in the public sector.	1.4.1 Support a consultancy on reviewing labour laws and sexual harassment policies to include consequences for perpetrators of SGBV in the public sector	x	x	x	x	x	x	MWACSMED	Public Service Commission, Gender Commission, ZHRC, other relevant stakeholders
		1.4.2 Conduct a workshop for stakeholder buy in of the reviewed laws and policies.	x	x	x	x	x	x		
		1.4.3 Development partners supports CSOs and ZEC in the establishment of post abuse counselling for victims of SGBV.	x	x	x	x	x	x		

### 3.3 Action Plan for Private Sector

Table 9: Action Plan for Private Sector

Theme 3: Participation of Women in the Private Sector									
Outcome Results			Outcome 1: Proportion of Female CEOs in the Private Sector Reach 35% by 2025 from less than 5% in 2021.						
No.	Output Results	Activities	Timeframe					Lead Agency	Implementing Agencies
			Q3	Q4	Y2	Y3	Y4	Y5	
1.1	A gender responsive policy framework for private sector in line with the provision of Corporate Governance Act.	1.1.1 Conduct a series of regular trainings for senior managers and middle managers in leadership skills	x	x	x	x	x	x	ILO, PROWEB, ZCTU, ZFTU, All private sector institutions, other relevant stakeholders
		1.1.2 Raise awareness through media on gender equality provisions in the Cooperate Governance Act	x	x	x	x	x	x	CZI, EMC0Z
		1.1.3 Conduct capacity training for private sector companies listed in the stock exchange to produce gender responsive policies for top leadership.	x	x	x	x	x	x	
1.2	Build capacity of female middle managers in the private sector for effective transformative leadership.	1.2.1 Support the establishment of private sector female leader's platform for networking	x	x	x	x	x	x	ILO, PROWEB, ZCTU, ZFTU, All private sector institutions, other relevant stakeholders
		1.2.2 Support exchange programme for middle female managers from successful global female leaders.	x	x	x	x	x	x	CZI, EMC0Z
		1.2.3 Support female managers financially to enrol in catalytic clubs for rich networks	x	x	x	x	x	x	
1.3	SGBV is eliminated for potential female leaders in the public sector.	1.3.1 Commission a consultancy on the status of sexual violence in the private sector and its potential impact on female leaders.	x	x	x	x	x	x	OPC
									CZI, ILO, Gender Commission, ZHRC, Judiciary,
<b>Outcome 2: Female Representation in Boards for Private Companies and Parastats in Increased to 30% by 2025 from 5% in 2021.</b>									
2.1	Stock Exchange sets gender compulsory targets for registered private companies.	2.1.1 Conduct a series of workshops with private sector companies registered on the stock exchange on gender balance.	x	x	x	x	x	x	ZSE, MWACSMED
		2.1.2 Organise a series of workshops for newly registered companies to meet gender balance in their boards	x	x	x	x	x	x	CZI, EMCCOZ, ILO, ZFTU, other relevant stakeholders

		2.1.3 Conduct a series of workshops for top and middle management for the exchange on the gender requirements that should govern all registered companies.	x	x	x	x	x	x	x	x	x	
		2.1.1 Conduct a series of workshops for umbrella private sector institutions for gender equality principles.	x	x	x	x	x	x	x	x	x	PROWEB, ZFTU, ILO, All private sector institutions.
		2.1.2 Conduct a series of workshops targeting private sector boards on gender equality principles.	x	x	x	x	x	x	x	x	x	EMCOZ, CZI
		2.1.3 Conduct a series of trainings with middle management on board capacities and skills for potential board appointment	x	x	x	x	x	x	x	x	x	
2.2	Capacity of private companies to operationalize gender equality principles is enhanced.											

### 3.4 Action Plan for Civil Society Sector

Table 10: Action Plan for Civil Society Sector

Theme 4: Participation of Women in Civil Society		No.	Output Results	Activities	Timeframe					Lead Agency	Implementing Agencies
					Q3	Q4	Y2	Y3	Y4		
1.1	Capacity of females in middle management in CSO sectors is enhanced.	1.1.1	Conduct a national level baseline study in gender and leadership in CSOs that are male dominated (land, agriculture, water, governance, and politics)		x	x	x	x	x		
		1.1.2	Development partners and relevant CSOs to provide training for women in the middle management in male dominated CSO sector.		x	x	x	x	x		
		1.1.3	Advocate for affirmative action in hiring females for top management in male dominated CSO sector.		x	x	x	x	x	NANGO	
		1.1.4	Development partners, government and CSOs set up a woman in leadership institute		x	x	x	x	x		
		1.1.5	Development partners support CSOs in exchange programmes involving specialist services from model CSOs female leaders		x	x	x	x	x		
		1.1.6	Advocate for churches who interact with majority of women to offer trainings in leadership.		x	x	x	x	x		
1.2	Proportion of female board members in male dominated CSOs sector is enhanced to medium in 2025.	1.2.1	Commission a national level baseline survey for female composition in CSO boards.		x	x					
		1.2.2	Provide a series of skills training workshops for male and female board members of CSOs (cover wide range of governance issues in CSOs).		x	x	x	x			CSOs and UN Agencies, other relevant stakeholders
		1.2.3	Provide trainings for CSOs that are male dominated in gender equality.		x	x	x	x		NANGO	

		1.2.4 Develop gender and governance guidelines or handbook for civil society with support from development partners.	x	x	x						
		1.3.1 Conduct a series of workshops involving CSOs, development partners and government advocating for amendment of Section 17 of the Constitution for inclusion that binds CSOs to adhere to gender equality provisions.	x	x	x	x	x				
1.3	Review legal and policy provisions for inclusion of civil society in adhering to gender equality requirements.	1.3.2 Engage a legal consultant to develop preliminary review documents for amendment of Section 17 of the Constitution.	x	x	x	x	x	OPC			
		1.3.3 Conduct a series of workshops for CSOs on Constitutional provisions in gender equality.	x	x	x	x	x				

### 3.5 Action Plan for Community/Rural Development

Table II: Action Plan for Community/Rural Development

Theme 5: Participation of Women in Community/Rural Development										
Outcome Results		Outcome I: The proportion of female councillors is 40% in the 2023 elections compared to about 18% in 2018 elections.								
No.	Output Results	Activities		Time Frame					Lead Agency	Implementing Agencies
		Q3	Q4	Y2	Y3	Y4	Y5			
1.1	Political parties have a robust strategy for female participation as elected councilors.	1.1.1	Support series of workshops for all parties on adoption of a zebra listing of candidates for local government	x	x	x	x		Local Government	WILSA, WPSU, UN Agencies, ZEC, Women's parliamentary caucus, other relevant stakeholders
		1.1.2	Support between all parties and ZEC and top leadership on setting aside constituencies earmarked for female councillors out of the 1958 possible seats.	x	x	x	x			
		1.1.3	Conduct a series of targeted sensitization workshops for traditional and cultural gatekeepers on the importance of gender transformative programmes addressing negative social norms limiting women in leadership in community development structures.	x	x	x	x			
		1.1.4	Support innovative programmes on behaviour change within rural communities on inclusive leadership involving young women and persons with disabilities.	x	x	x	x			
		3.3.4	Support a series of workshops and programmes on capacity building for prospective female councillors on campaigning, public speaking, resource mobilization and financing.	x	x	x	x			
		3.3.5	Run innovative programmes to provide prospective female councillors with political skills for effective campaigning	x	x	x	x			
1.2	Capacities of prospective female councilors for election is build.	3.3.6	Media houses to support prospective female candidates through slots for showcasing in different media spaces	x	x	x	x		Local Government	Rural and Urban Councils, WILSA, WPSU, UN Agencies, ZEC, Women's parliamentary caucus, other relevant stakeholders
		1.3.1	Support innovative activities for advocacy for the completion of Amendment number 2 of the Constitution to enforce proportional representation at local government level.	x	x	x	x			
1.3	Election laws and procedures are reviewed for gender								ZEC; Local government	Rural and Urban Councils, WILSA, WPSU, UN Agencies, ZEC, Women's parliamentary

	responsiveness to local governance.	1.3.2	Conduct a series of workshops for female councillors on constitutional provisions and the second amendment on gender and governance.	x	x	x	x	x	caucus. other relevant stakeholders
		1.3.3	Support the establishment of a women's caucus for local government to enhance female advocacy and governance for local governance.	x	x	x	x	x	
		1.4.1	Commission a national study on nature of SGBV perpetrated among potential female leaders across structures at community level.	x	x	x	x	x	
		1.4.2	Support innovative activities for raising awareness among community gate keepers on SGBV and how it can be prevented.	x	x	x	x	x	
		1.4.3	Support innovative programmes for advocating for community driven harsh penalties for perpetrators of SGBV	x	x	x	x	x	MWACSMED
		1.4.4	Support the design of innovative community driven innovative structures and systems for protection of survivors of SGBV as well as provision of free counselling services.	x	x	x	x	x	
<b>Outcome Results</b> <b>Outcome 2: Participation of females in community level administrative structures increases to medium (around 30%) by 2025 from a baseline of low (less than 10%)</b>									
	Participation of females as Village Development Committees (VDCOs) and Ward Development Committees (WADCOs) increased to 30% by 2025.	2.1.1	Conduct a national survey on the status of female participation in VDCOs and WADCOs.	x	x	x	x	x	MWACSMED, Development partners, other relevant stakeholders
		2.1.2	Organise a series of workshops with local government structures and leadership to brainstorm innovative strategies for fielding female candidates for consideration as WADCO chairpersons	x	x	x	x	x	Local Government; Rural and Urban Councils
		2.1.3	Support a series of activities on national civic education on women rights and their participation in community level administrative structures.	x	x	x	x	x	
		2.1.4	Support innovative programmes at grassroots levels, educating leaders on importance of gender equality and Constitutional provisions on the same.	x	x	x	x	x	
		2.2.1	Conduct/support innovative national and sub-national awareness raising programmes on the	x	x	x	x	x	Local Government

	Participation of females as chiefs and village heads is enhanced.	negative impact of patriarchal tendencies in leadership.					Rural/Urban Councils, Development Partners, other relevant stakeholders
		2.2.2 Support the advocacy of activities for appointment of female chiefs and village heads in line with Constitutional provisions.	x	x	x	x	
		2.3.1 Support training workshops by Ministry of Agriculture and Agritex targeting potential female leaders in irrigation schemes for a variety of skills (coordination of farmers, basic finance management, marketing, running meetings, etc)	x	x	x	x	
		2.3.2 Support Agritex and civil society to organise biannual Indabas/training meetings for females in middle management from across a wide range of agriculture related businesses (eg livestock, fishery, poultry, etc).	x	x	x	x	Development Partners, Agritex, Rural/ Urban Council, CSOs, other relevant stakeholders
		2.3.3 Support running of a series of trainings for female farmers on agri-business to include activities such as distribution of seeds, market of products and value addition of agricultural products	x	x	x	x	Ministry of Agriculture, Water, Climate and Rural Resettlement
		2.3.4 Support female farmers through a wide variety of trainings on mentorship from successful female leaders at provincial or national levels.	x	x	x	x	
		2.4.1 Conduct a national level baseline study to identify key governance structures for community natural resource management issues and assess gender balance of leadership in these structures.	x	x	x		
		2.4.2 Conduct a series of capacity training for potential female leaders across the identified community natural resource management in a wider range of management skills (such as advocacy, report writing, running meetings, etc)	x	x	x	x	Ministry of Environment, Tourism and Hospitality Industry
		2.4.3 Support the design of innovative female led natural resource conservation programmes (forests and woodlots conservation, wildlife management, mining etc).	x	x	x	x	
2.3	The proportion of females participating as lead agencies for agribusiness as well as top leaders in agriculture-based governance structures is increased.	Participation of females in governance structures for community natural resource management (water, forests, land, wildlife etc) is enhanced.					

## **4. IMPLEMENTATION MODALITIES**

The MWACSMED is the custodian of this Strategy and Action Plan and therefore responsible for the implementation and attainment of results by various stakeholder. The key monitors include the Gender Commission and the Parliament. Other structures and cadres in the communities at sub-national level (provinces and districts) will also monitor implementation of this strategy. Gender Teams across government sector will also be responsible for attainment of results. The implementation and modalities section will include partnership strategy and monitoring and evaluation.

### **4.1 Partnerships Approach**

While the Ministry will take a leadership role in the implementation of this strategy it will work with strategic partners to include, i) **Partners within the government** to include line ministries and public enterprises (parastatal). As much as possible, the implementation of this strategy within the public sector will also happen from national level to sub-national and grassroots levels; ii) **UN Agencies**: UN Agencies are a strategic partner for the implementation of this strategy across sectors. For this strategy, key UN Agencies that will play a leadership role are UNDP and UN Women; iii) **Bilateral Development Partners**: MWACSMED will work closely with development partners with interest to contributing to the attainment of results contained in this strategy. Furthermore, the Ministry will work strategically with Multilateral Financial Institutions to include the World Bank, AFDB, Africa Capacity Building Foundation and other regional institution to attain the results contained in the strategy.

### **4.2 Monitoring Plan**

This strategy has provided baseline values across the key themes of the strategy. In order to improve the results approach, the Ministry with support from its strategic partners will develop a monitoring and evaluation framework which will set midterm and end-term strategies that are expected to be achieved. The Ministry will commission a midterm review of this strategy before the end of 2022. An end of strategy evaluation will also be commissioned before the end of 2025.

### **4.3 Communication**

Through various media forums (TV, Radio, Newspaper, and social media) raise awareness on the advantages of having women in decision making.

# **ANNEXES**

## **Annex I: References**

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## Annex 2: List of Persons Interviewed

Name	Institution	Position
<b>Helen Dingani</b>	Parliament of Zimbabwe	Deputy Clerk of Parliament
<b>Doreen Nyamukapa</b>	UNDP	
<b>Julia Mapungwana</b>	MWACSMED	Director
<b>Steven Nyaruwata</b>	MWACSMED	Deputy Director
<b>Virginia Muwanigwa</b>	Gender Commission	CEO
<b>Bvumayi Chinamhora</b>	Zimbabwe Media Commission	
<b>Jemina Mateko</b>	ZFTU	Director
<b>Sifelani Sakhile Moyo</b>	WPSU	Director
<b>Fadzai Traquino</b>	WLSA	Director
<b>Ruvarashe Mujeni</b>	Ministry of Local Government	
<b>Munyaradzi Motsi</b>	Ministry of Local Government	
<b>Nester Mukwehwa</b>	EMCOZ	CEO
<b>Idah Chimedza</b>	ILO	
<b>Violet Mhute</b>	Women in Tourism	
<b>Yurmani Ndlovu</b>	RUCET	Coordinator
<b>Patience Mashiri</b>	Ministry of Lands, Agriculture, Water, Climate and Rural Resettlement	
<b>Leonard Marange</b>	FODPAZ	Executive Director
<b>Macdonald Munyoro</b>	NAYO	Programmes Manager
<b>Vincent MTETWA</b>	CGCD	

## CONSULTATIVE WORKSHOPS

Name	Organization	Contact	NATIONAL LEVEL CONSULTATIONS	Email Address
Lillian Matsika Takaendesa	MWACSMED	0773425834	liliannmatsika25@gmail.com	
Elizabeth Katumba	MWACSMED	0772827690	katunbaliz@gmail.com	
Tashinda Kawere	Star FM	0788235762	tashirkakay78@gmail.com	
Tinashe Makoni	MOJLPA	0772863072	tinashemmakan@yahoo.com	
Regina Makonye	EFZ	0719688333	rbhobho@efzimbabwe.org	
Chief Ndlovu	POZ	0775425456	chiefrdlovuoz@gmail.com	
Michelle Bazo	WCOZ	0775116210	michellebringswcoz@gmail.com	
Kwaramba Godfrey	POZ	0777560323	-	
Jesca Hakudangwi	MWACSMED	0786926074	-	
Nyasha Goronga	MMMD	0777579125	nyashaemmy@gmail.com	
Lorrain Mbodza	ZGC	0772485363	Mbodza.lorraine@gmail.com	
Sharon Munjenjema	ZIMPAPERS TV	0776187080	smnjenjema@gmail.com	
Chioniso Murinda	AWLN	0777206382	murindachionisomichelle@gmail.com	
Tawanda Bote	ZIMPAPERS TV	0772315433	botchaja@gmail.com	
Hardlaw Ncube	3KTV	0777169244	hardlawncube@gmail.com	
Nyasha Kunyiswa	3KTV	0782684732	nkanyiswa@gmail.com	
Tanyaradzwa Marabada	3KTV	0775843985	tanyamarabada@gmail.com	
Hilda Jonga	OPC	0715062692	njonga@gmail.com	
Chido Vengesayi	Min of HTEISTD	0773824646	vengesayic@gmail.com	
Murungweni BA	MOTID	0715492326	murungweniba@gmail.com	
Zhakata Tsitsi	MOTID	0712405995	tsitszhakata@gmail.com	
Ruvorashe Mujeni	MLGPW	0772586768	ruvanujeni@gmail.com	
Gwen Mugauri	Star FM	0772426606	gmugauri@gmail.com	
Ernest Chirimboza	Industry and Commerce	0775030918	-	
Madziwo M.K	Industry and Commerce	0775030918	mkmadziwo@gmail.com	
Sibinginkosi	Inst. Of Economics and Peace	0773673803	mushapaidze@economicsandpeace.org	
Mushambapaidze				
Tina Musonza	Herald	0719172982	tinamusonza3@gmail.com	
Tatenda Mfema	POZ	0787404389	tatendamafema@gmail.com	
Tapiwa Zvaraya	Gender Links	0773955117	zimmande@genderlinks.org.za	
Bridget Musandirire	MOJLPA	0715659659	bridgeitmusandirire@gmail.com	
Nyasha Bore	MPSLZW	0712383612	nyashabore@gmail.com	
Hilda Jonga	OPC	0715062692	hjonga@gmail.com	
Sithole Moreblessing	Min. Sports, Arts and Recreation	0772683544	moreblessingsthole084@gmail.com	
Chido Madiwa	POZ	0773253545	chidobuma@gmail.com	
Fadzai Tagarira	MOHCC	0773389527	Tagariraf.health@gmail.com	
Jabulani Ndebele	OPC	0712212564	Ndebele.j@gmail.com	

<b>Fatima Bulla</b>	Sunday Mail	0717687316	Fatimabulla@gmail.com
<b>Caroline Munhuweyi</b>	NPRC	0712906822	cmunhuweyi@nprc.org.zw
<b>Doreen Nyamukapa</b>	UNDP	0772396649	doreen.nyamukapa@undp.org
<b>G. Mudzango</b>	UN Women	0785786880	-
<b>Gladys Muzhembri</b>	MMMD	0772862033	gladysmuzambi@mail.com
<b>Sithole Moreblessing</b>	Min. Youths, Sport, Arts and Recreation	0772683544	moreblessingsithole084@gmail.com
<b>Gwen Mugauri</b>	Star FM	0772426606	gmugauri@gmail.com
<b>Tinashé C</b>	Musasa	0778056359	tinashet@musasa.co.zw
<b>Madziwo M.K</b>	Industry and Commerce	0775030918	mkmadziwo@gmail.com
<b>Cally Chichaya</b>	MWACSMED	0778031011	callymchichaya@yahoo.com
<b>Priscilla Gwatura</b>	MWACSMED	0778247687	priscilla.gwatura@gmail.com
<b>Junior Muchuchi</b>	MWACSMED	0772373042	muchuchujr@gmail.com
<b>Carol Mhlanga</b>	UN Women	0712772422	carolmhlanga@unwome.org
<b>Idah Mabuwabna</b>	ZBC	0773224423	mabuwanaidah9@gmail.com
<b>Janet Tsinkwadi</b>	-	0776460602	-
<b>Colette Musayera</b>	ZBC	0773852151	musayeracolette@gmail.com
<b>Vivian B</b>	ZBC	-	-
<b>Jonh M</b>	ZBC	-	-
<b>P Godzanyi</b>	3KVT	0773647621	-
<b>MIDLANDS PROVINCE</b>			
<b>Sonile Mahlangu</b>	ZRP PVFU	07722273448	Mahlangusonile@gmail.com
<b>Tombizodwa Revesayi</b>	AWET	0712767415	trevesayi2@gmail.com
<b>Duri Agnes</b>	PSC	0772431191	duryagie@gmail.com
<b>Shavy Zisengwe</b>	Prov Medical Directorate	0719038597	prologic@gmail.com
<b>Mpfu Patricia</b>	Provincial Affairs Office	0772626607	trishmpfufu@gmail.com
<b>Farai Marembo</b>	MWACSMED	0775653569	farainarembo@gmail.com
<b>Dube Sithembile</b>	MWACSMED	0773466518	sitmbal@gmail.com
<b>Mugadza Lucia</b>	ZEC	0771714377	lucymugadza2017@gmail.com
<b>Flora Makumbe</b>	Anglican Church	0773859775	floramakumbe@gmail.com
<b>Jescah Mazivavose</b>	ZANU PF, Midlands Province	0717131066	mazivavosejescach@gmail.com
<b>Mambio Sitshengisiwe</b>	MWACSMED	0718578006	sithengiemambio@gmail.com
<b>Shalome Gnemende</b>	MWACSMED	0719632900	Shalomehatsi@gmail.com
<b>Nyika Rumbidzai</b>	MOPSE	0776090017	rgnyika@gmail.com
<b>Miriam Banda</b>	Judicial Service Commission	0772801224	miriambanda@yahoo.com
<b>Nyamandi Veronica</b>	AGRITEX	0773744687	veronyamandi@gmail.com
<b>Chibi Zodwa</b>	MWACSMED	0773858535	zodwatadiwa@gmail.com
<b>Takudzwa Tapera</b>	NCDPZ	0776464249	Takudzwataperat7@gmail.com
<b>Joyce Togarepi</b>	NCDPZ	0775162732	joice tog@gmail.com
<b>Agnes Muuya</b>	Musasa	0773154499	agnes@musasa.co.zw

<b>Goya Cynthia</b>	YW4ED	0773861741	Goyacynthia86@gmail.com
<b>Nyathi Nomathemba</b>	Min of Primary and Secondary Education	0771893062	Nomanyathi84@gmail.com
<b>BULAWAYO</b>			
Name	Organisation	Phone number	Email address
<b>Lilliah Matsika</b>	MWACSMED	0773435834	lilliamatsika25@gmail.com
<b>Phumulani Khumalo</b>	Evangelical Fellowship of Zimbabwe	0773225298	khunalphumulani2@gmail.com
<b>Normandla Nyoni</b>	Zimbabwe Commercial Farmers	0713949611	normandlanyoni@gmail.com
<b>Shirley Mabute</b>	EWF	0779382317	shirleyewf@gmail.com
<b>Priviledge Moyo</b>	MWACSMED	0772675734	prechideya@gmail.com
<b>Precious Chideya</b>	MWACSMED	0715813600	Pathisile.Ndlovu@soszimbabwe.org
<b>Phatisile Ndlovu</b>	SOS CV FSP	0771382275	laviniamoyo@hotmail.com
<b>Lavinia Moyo</b>	MoPSE	0773719554	scentol78@gmail.com
<b>Dalubuhle Sibanda</b>	ZSC	0773719551	nyathimercy95@gmail.com
<b>Mercy Nyathi</b>	LRF	0779612714	mazikei@gmail.com
<b>Jasmene Abraham</b>	MTSAR	0773882890	dailess64@gmail.com
<b>D Bingandlodhi</b>	MTSAR	0772755800	miriamasvanise@gmail.com
<b>M Masvanise</b>	Local Government	0773807872	amanda@musasa.co.zw
<b>Amanda Sibanda</b>	Musasa	0773807872	amarayemwe@citybyo.co.zw
<b>Audrey Manyemwe</b>	City of Bulawayo	0772852283	veesafriicanboutique@gmail.com
<b>Violet Mhute</b>	Farrington Investment	0772985970	
<b>MASHONALAND EAST PROVINCE</b>			
Name	Organisation	Phone Number	Email
<b>Stephen Nyaruwata</b>	MWACSMED	0772644626	nyariiwatas@gmail.com
<b>Eunice Gwara</b>	MWACSMED	0772675734	Kgwarra75@gmail.com
<b>Neddy Matshalaga</b>	Consultant	0782710307	neddymatshalaga@gmail.com
<b>Modester Dengedza</b>	Consultant	0783720142	dengedzamid@gmail.com
<b>Grace Kutama</b>	Church (Pastor)	0772626835	gracekutama@gmail.com
<b>Jane Mavima</b>	NAC	077038539	mveejane@gmail.com
<b>Memory Mandudzo</b>	Justice (NPA)	0774817042	mmandudzo83@gmail.com
<b>Linah Nyamutswa</b>	ZNPPC	0777167582	linnah.nyamukwa@gmail.com
<b>Anyway Chiunya</b>	WILSA	0771609537	-
<b>Bertha Chikuvadze</b>	Women Affairs	0717984780	berthachikuvadza@gmail.com
<b>Magarira Takazivei</b>	Women Affairs	0772263105	takamazarira99@gmail.com
<b>Viola Danha</b>	Kukura Neshinga	0772332022	vzishiri@yahoo.co.uk
<b>Rupande Gift</b>	ZOU	0772709648	giftrupande@gmail.com
<b>Stone Chifamba</b>	Municipality Marondera	0774104615	chifambaston@gmail.com
<b>Absolom Tivaone</b>	ZPCS	0772450111	abstivione@gmail.com
<b>Roselyn Makoni</b>	Member of Parliament	0771462414	roselynnmakoni@gmail.com
<b>Raviro Mudukuti</b>	LHDFT	0771187804	talentgadniwa@gmail.com

<b>Ndolo Andrew</b>	MWACSMED	077284845	andrewndoro@gmail.com
<b>Nicholas Mtetwa</b>	Min of Local Government	077643845	mtetwanick@gmail.com
<b>MANICALAND PROVINCE</b>			
Name	Organisation	Contact Number	Email Address
<b>Chipunza Sellina</b>	WLSA	0776210462	selinakudzie@gmail.com
<b>Buwerimwe Rose</b>	Distinct Fashion	0772637569	rosebuwerimwe20@gmail.com
<b>Pamela Mutazi</b>	ZANU PF Mutare	0773033101	----
<b>Mhemhecha Rondedzerai</b>	EFZ	0774395027	rondemhemhedza@gmail.com
<b>Mercy Matanga</b>	Councillor	0773853232	----
<b>Angela Manzero</b>	Min of War Veterans	0778408928	angelamanzero@gmail.com
<b>Vennah Mkontso</b>	Min of Youth	0772713882	venmkonto@gmail.com
<b>Faith Ruzete</b>	EFZ	0772754503	faithlovedbygod@gmail.com
<b>Nyathi Nokuthula</b>	Min of Youth	0775875600	Noenyati@gmail.com
<b>Shonhiwa Tanyaradzwa</b>	MWACSMED	0788061408	tanyaradzwaShonhiwa@gmail.com
<b>Rosemary Kaisi</b>	Manicaland Chamber of SMEs	0719363762	Roseline.shumb@gmail.com
<b>Phillipa Miti</b>	Manicaland Chamber of SMEs	0773212226	----
<b>Sharmiso Mangongo</b>	Mwana Trust	0772602569	Smatabukamangongo_l@gmail.com
<b>Stephen Temayi</b>	MWACSMED	0773476114	stephentemayi@gmail.com
<b>Prayer Chikukwa</b>	MWACSMED	0777998911	chikukwap@africau.edu
<b>Sithole Jumburu</b>	Min of Education	0773279531	----
<b>Nyakurya Hilda</b>	Kundai Rutendo Trust	0774104143	----
<b>Tsakata Since</b>	Min of Industry and Commerce	0773415262	tsakatas@gmail.com
<b>Mvrumo Anesu</b>	Provincial Social Development	0778093338	mvurumeanesu469@gmail.com
<b>Budget Chari</b>	Simukai	0716533595	bridgara@gmail.com
<b>Ruth Mudziwepasi</b>	Women Affairs	0784207397	-
<b>MASVINGO PROVINCE</b>			
Name	Organisation	Phone number	email
<b>Mbambai Euwety</b>	Min of Education	0772245831	embabso@gmail.com
<b>Kunedzimwe Mekitilda</b>	AGRITEX	0773208736	-
<b>Shelter Matungamire</b>	ZAOGA District Pastor	0775473022	s.matungamire@gmail.com
<b>Sarudzai Mutiumwe</b>	Min of Education	0774875950	-
<b>Sithabela Sibanda</b>	F.O.G Pastor	0784897088	-
<b>Musandide Shamiso</b>	MOHCC	0779889790	shamisomusandide@gmail.com
<b>Chikasha Beata</b>	Bikita RDC	0772247720	beatachikasha@gmail.com
<b>Mutingwende Agnes</b>	AFM Deaconess	0771878109	-
<b>Praise Ncube</b>	SMEs (Min of Women Affairs)	0716883985	peencube83@gmail.com
<b>Mujawu Mary</b>	AGRITEX	0776434460	mujawu1986@gmail.com
<b>Musiwa Obert</b>	MWACSMED	0784654100	obertmusiwa@gmail.com
<b>Garira Saul</b>	MWACSMED	0775903862	saulgarira@gmail.com

<b>Maduku Enia</b>	Education	0772247634
<b>Chitavati Tendai</b>	Veterinary Services	0772245986
<b>Bhenyu Sinikiwe</b>	MWACSMED	0774178775
<b>Dewa Agnes</b>	MYSTAR	0772248109
<b>Masarira Tambudzai</b>	AAC	0773101784
<b>Mugare Victor</b>	MWACSMED	0773043220
<b>Tapfuma Amanda</b>	CAMFED	0783465728