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# STRATEGIC PLAN 2020 - 2023

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Women's Academy for Leadership and Political Excellence (WALPE)



OCTOBER 2019

# Africa must close its gender gap in order to succeed

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## **Women's Academy for Leadership and Political Excellence (WALPE) Strategy 2020 - 2023**

### **Acknowledgements**

The production of this Strategic Plan at a time when it is necessary to include women's voices in the leadership and political processes Zimbabwe plus beyond was made possible through the concerted efforts of several people and organizations. Women's Academy for Leadership and Political Excellence (WALPE) would like to thank all the people who were involved in this process one way or the other for their support, resource provision and participation.

WALPE would like to acknowledge and extend its heartfelt gratitude to the Board members for their active participation, active contributions including recommendations that have made the completion of this document possible. For facilitating the strategic planning meetings and production of the report and strategy documents, we thank our Consultant, Grace Ruvimbo Chirenje.

We would also like to thank all the stakeholders and partners, especially Trust Africa for bringing into the strategic development process, among other contributions, human and financial resources, and awareness of strengths, constraints and gaps in including women's voices in the leadership and political efforts in Zimbabwe.

Finally, WALPE appreciates its staff for all the hard work that was put into making this document what it is.

## **Abbreviations**

**GBV**

Gender Based Violence

**STI**

Sexually Transmitted Infections

**SADC**

Southern African Development  
Community

**AU**

African Union

**VAW**

Violence Against Women

**WHRD**

Women's Human Rights Defenders

**WALANs**

Women Leadership Networks

## 1. INTRODUCTION

Women's Academy for Leadership and Political Excellence (WALPE) is a women's political empowerment and leadership academy set up to advance knowledge and deepen the capacity of women who want to successfully run for public elected positions. It seeks to provide women with technical and practical trainings that empower them to run for public office. The academy is driven by the need to challenge the status quo, through creating platforms and opportunities for women to get into decision making and leadership positions.

This strategic plan shall set priorities, focus energy and resources, strengthen operations, ensure that employees and other stakeholders are working towards common goals, establish agreement around intended outcomes/results, assess and adjust the organisation's direction in response to the ever-changing environment. The period covered by this strategic plan is for the next four years: 2020 - 2023.

The work of WALPE is rooted in working with women using a transformative leadership approach that shall guide the organizations ways of working. Drawing lessons, from other institutions and spaces that utilize such an approach, WALPE will mobilize women from across Zimbabwe and beyond to ensure that the narrative of women and human rights is transformed. More women will be added onto the political arena and it is the hope of WALPE that it will influence transformation from the lowest to the highest levels for women, with women by women.

## **2. Developing the strategy**

This strategy is a product of a deeply reflective and consultative process, which was influenced by our board, staff, stakeholders and mostly community of women leaders from across Zimbabwe and beyond.

A baseline was conducted to explore the position of women leaders in politics. As illustrated by the figures in the following sentences, the number of women in elected leadership positions continues to dwindle. According to the Zimbabwe Electoral Commission (ZEC), in the 2013 constituency-based elections, women won 29 (13.8% of total) of the 210 directly elected seats; the figure dropped to 26 (12.3%) after the July 2018 elections. In the local government elections, the percentage of female Councillors dropped from 16% in 2013 to 13.3% in 2018. Gender inequality is a product of a range of factors including gaps in the electoral law, political environment, patriarchy, nature of the election and public administration. There is need to amplify pressure on relevant authorities to implement the outstanding electoral reforms such as the recommendations issued by domestic and international election observer groups' reports on the July 2018 elections, and the report of the Mothlante Commission of Inquiries into the August 2018 electoral violence.

The need for women's active participation cannot be overemphasized. It is the aforementioned figures that inspired our work and dedication to undertaking this strategic planning process, so we give our very best shot to transforming women's leadership and political participation in Zimbabwe and beyond.

### 3. THE PROGRAM CONTEXT

#### *3.1 The broad context*

Broadly, the programmatic context is defined by a patriarchal system in the context of a low income country in the global south. Characteristic of patriarchal societies is that they thrive on systemic oppression of women and on violence against women as a weapon against political opponents. In effect women are denied an identity and human dignity.

With the United Nations Sustainable Development Goals and Zimbabwe having a plethora of regional and national instruments it is signatory to, it is imperative that the operating environment WALPE finds itself in is put under a microscope so as to inform how best to define our ways of working that will ensure effectiveness and sustainable results.

#### *3.2 Socio-cultural factors*

Within the socio-cultural environment of Zimbabwe, several factors render women vulnerable to participating in politics and especially political leadership. In Zimbabwe's patriarchal societies, mostly men have the upper hand to access, control and ownership of resources, cultural and political power. In most instances, women are often disenfranchised because they lack the means of production. There have been efforts made in terms of laws to support women's empowerment and development such as the Domestic Violence Act, Wills and Inheritance Act, only to mention a few but these have not done justice to fully protect women when it comes to issues that affect their day to day lives so they become effective leaders at various levels. In the unequal gender relations of power, men continue to enjoy and have the upper hand in the control over productive resources and immovable assets such as land and the homestead. This happens while women are denied property rights, yet much of the wealth is amassed through their labour.

In general, the traditional division of labor in Zimbabwe afflicts women with the burden of household chores and costs, including house maintenance, children's health and education, and nutrition but offer them little to no opportunities to access productive capital, own means of production and occupy leadership positions. As a result, women are largely kept out of decision-making at all levels, and the longer women's leadership has been ignored and suppressed, the more difficult it has become for even the most dynamic women to emerge as leaders.

Although Zimbabwe ratified international statutes that promote the empowerment of women, it is their implementation which has been an issue over the years. The lack of political will remains a stumbling block towards reaching the UN Women planet 50/50 gender parity by 2030. While national laws and policies (section 17, 56 and 80 of the Constitution) endorsing gender equity in national and local governing bodies hold hope, women currently represent a small percentage of those in decision-making positions at local, regional, and national levels



These and other socio-cultural factors are deep-rooted and require tenacious and strategic efforts to promote transformative feminist leadership towards ensuring women's political participation. WALPE seeks to respond to this challenge through an innovative, participatory and women-driven strategy which enables communities to rediscover their humanity and respect for the life and dignity of women and men alike. Having women lead through their various spaces will assist in understanding and addressing these socio-cultural factors affecting women's leadership and political development.

### *3.3 Political environment*

Zimbabwe's political environment is generally polarised along partisan political lines. This has seen the civil space closing for civil society organisations especially those that work with women as much attention is given to increasing men's political liberties and enjoyment at the expense of gender equality and equity. Despite much attention having been given to Zimbabwe over the past decade or more, not much has improved for the citizens, especially women who are active on the political discourse front. Hate speech, political violence, gatekeeping, bootlicking, politics of patronage, factionalism, culture of rallies instead of political debates, enclosed and fragmented dialogues, infiltration of CSOs by political parties, lack of election reforms, abduction of civil rights leaders is what defines the political space in Zimbabwe.

Violence against women when it comes to leadership and politics has not improved over the years. There have been abduction and torture of women human rights defenders and activists who have been at the forefront of calling for transformation of Zimbabwe's governance and democratic processes. Zimbabwe is currently on "auto-pilot" with decision-makers and duty bearers seemingly unconcerned about what is becoming of the country's political narrative. The political conflicts have traumatized women to the extent that there is mistrust and a diminished sense of collective identity at both community and national level, which in turn erodes the sense of mutual responsibility for each other's well being. This renders the communities vulnerable to further externally instigated violence that has shattered their internal cohesiveness that could harness and foster political participation and the much-needed transformative feminist leadership.

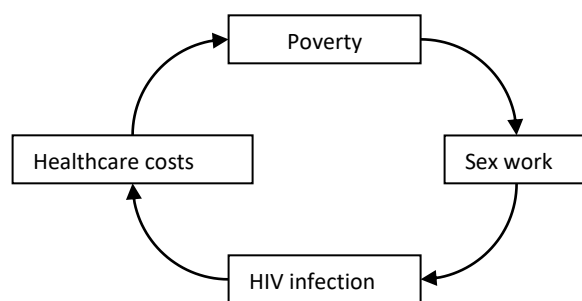
WALPE believes that the communities can re-discover their collective sense of responsibility to protect one another as women leaders from community to national levels. They still uphold the same values about life and co-existence of human beings despite differences of opinion on issues. They still value arbitration methods that prevent recourse to physical violence. WALPE seeks to appeal to these values and envisages a program to engage the communities, and especially women, in social healing and restitution of shared identity and interests so that women can occupy the centre of political leadership and transformation. The communities need to rediscover the value of inter-dependence for the survival needs of all.

### 3.4 Economic challenges

Zimbabwe's economy is currently on a downward spiral. This is defined by inconsistent monetary policies, cash shortages, a currency that is constantly being changed, having cartels controlling the vital economic sectors. Underemployment wherever employment still exists, brain drain, consumptive economic realities, monopolies, fuel shortages, economic migrants continue to increase, high dependency on imports, high and unfair taxation, donor fatigue, high inequality gap, dependency on extractives industry that is defined by lots of looting and leakages and economic disempowerment where citizens are prone to abuse and manipulation by the government. These are some of the current realities that define the Zimbabwean economy and women find themselves exploring ways to exercise their leadership and political participation.

Meanwhile, the desperate search for livelihoods among women, especially students, young widows and single mothers, has triggered a high prevalence of sex work and long-term transactional sexual relationships. This exposes the women to sexual violence, unplanned pregnancies and unsafe abortions. There is also the ever present danger of HIV and AIDS and sexually transmitted infections (STIs) and the consequent drain on savings should HIV and AIDS-related care become necessary. The link between poverty and HIV and AIDS poses a great challenge to policy-makers, development planners and healthcare providers. For the young women, formal employment and self-employment projects are the preferred means of survival but lack of start-up capital puts this escape route out of their reach.

**Figure 1:** *The poverty-HIV and AIDS vicious cycle*



They therefore find themselves sucked into the poverty-HIV and AIDS cycle as illustrated in Figure 1.

WALPE believes that support to livelihood projects for women can help many of them to become financially empowered and independent enough so as to take up leadership positions and inspire other women to do the same. Success in this way would entail providing alternative sustainable livelihoods that produce modelling effects which would in turn encourage other women to explore possible alternatives to their leadership at both individual and collective levels.

### *3.5 Technological environment*

Zimbabwe's technological narrative is currently defined by a high usage of smart gadgets with IT WEB (9 November 2018) arguing that the country's smartphone penetration is rising and now stands at above 50%. The presence of technology has also meant that there is quick and comparatively cheap information exchange and sharing real-time information possible because of technology, electronic mobile money has made it somewhat easy for those who wish to use such to transact, the internet has also been used as a tool to advance information sharing and learning through e-courses, in some instances. However, the reality of the technological narrative is that data is expensive for many, with the electricity problems, it is also very difficult for many to use any form of technology for information access and exchange, counter propaganda is also rife with the access to internet services. Bullying, trolling, victimization of women, exposure of human rights defenders and their work is also rife with technology, posturing and partisan public media has now increased, there is also online gender based violence facilitated by technology with the realities of artificial intelligence, misogyny and revenge porn, fake news, internet blackout like was the case during January 2019 protests are some of the downs experienced with this advent of technology

WALPE wishes to harness technological advancements in Zimbabwe to facilitate for women's leadership and political excellence. The institution wishes to see women utilise technology for their collective development.

### *3.6 Social context*

Zimbabwe's social context is defined by unhealthy power relations with patriarchy giving men power and control over most of the women's realities. There is social unrest in Zimbabwe that is defined by high levels of crime, religious fundamentalism, poverty, HIV and AIDS, cancer, collapse of social savings and safety nets, increased burden of care work for women, social entrepreneurship, climate change that has increased social vulnerability of women and children, the elderly, deteriorated health system, education, service delivery collapse, drug abuse, lost generations, collapse of marriages and relationships and high levels of corruption. There has also been a rise of social movements to address social ills, rise of social innovation through using arts for activism in the likes of Bustop TV, rise of social rights based organizations, development of resilience and people seeking alternatives which gives WALPE an opportunity to work with women to facilitate for transformation of their lives.

WALPE sees the need to work with women as the leaders of social transformation through their leadership from communities to national level. By facilitating a process of transformative feminist leadership, the women can begin to transform the Zimbabwean political leadership, one woman at a time.

### *3.7 Ethical environment*

Zimbabweans have broadly been affected by the very context they live in. The ethical environment is current defined by bribes, vote buying, name calling, dishonesty, fraud, damaging gossip, character assignation, insults and intimidation, abandoned ubuntu, greed, selfishness, people singing for their supper at the expense of doing what is accepted as morally upright, no moral compass, tribalism and nepotism, othering despair, marginalization of key population groups, corruption, disintegration of social values, eroded social fabric, government lacking compassion, damaging perception of NGOs and government, contestations and competition over space. This has led to a fragmented Zimbabwean citizenry and a general ethical crisis.

WALPE believes strongly in the role of women's leadership and political participation to bring about the resuscitation and awakening of ethics amongst Zimbabweans. Through transformative feminist leadership, WALPE will work collectively with women in various communities to ensure that the spirit of Ubuntu is restored.

### *3.8 Legal environment*

The legal environment in Zimbabwe is defined by a highly partisan legal system. The capture of the judiciary by the state has not helped in ensuring independence and objectivity, delays in judgements, arbitrary arrests, lack of judicial independence, judiciary collusion, progressive judgement rulings, collapsed and below standard cells and jails, lack of reforms in the Zimbabwe Republic Police is some of what has compromised the legal system. The overarching statutory instruments, demanding MOUs and the piece meal reforms to many of the legal reforms such as the Electoral Act further undermine the legal operating environment.

WALPE will work with women in leadership to facilitate for processes of lobbying and advocacy that will ensure reformation in the legal environment. The organisation will work with women collectively so that laws are implemented without fear or favour.

## 4. Our Strategy 2020 – 2023

After a careful look at the operating context and getting insights from our various stakeholders, we decided that our organization will broadly be a transformative feminist leadership organization in word, deed and being.

### 4.1 Preconditions

The following pre-conditions have to be in place in order for WALPE to meet its programmatic narrative: -

- Knowledge of the gap between '*where we are*' and '*where we should be*' in respect of women's human rights is of critical importance for WALPE as a source of women's motivation to engage in activism to claim their rights
- WALPE as an organization for women in political leadership, will devise outreach methodologies for enhancing the involvement of groups of women from community levels through their WALANs
- Critical consideration of the rural-urban differences to access information and their experiences of conflict and violence will be essential.
- WALPE will analyse the needs of specific sub-groups and develop enabling strategies to enhance their participation at all levels.

#### 4.1.1 Socio-economic environment conducive for gender equality

- WALPE is particularly concerned that there should be gender equality and equity in access to opportunities for economic self-advancement and independence, including opportunities for employment and self-help / self-employment.
- WALPE will explore the possibility of empowering women through social and economic entrepreneurship and in particular facilitate for project specific skills training and leveraging of funds for credit facilities so that the women can invest in self-employment projects.

#### 4.1.2 An environment conducive to political tolerance, peace and tranquillity

Such an environment allows citizens to re-direct their energies from a preoccupation with safety needs to a preoccupation with livelihood needs. WALPE will promote such an environment through training and also development, implementation of information, education and communication (IEC) activities on: -

- Diversity of opinions and political persuasion as a key component of democracy

- Southern African Development Community (SADC) and African Union (AU) codes on women's human rights development processes – Zimbabwe is signatory to these
- Women's participation at all levels (national and local authority elections) and in all capacities (candidates, voters, electoral officials, electoral monitors)
- Peace building, transitional justice, conflict transformation and resolution

#### *4.2 Our Vision*

After consideration of the above social, economic and political experiences of women in Zimbabwe, WALPE has defined and adopted this vision:

**A just society where women excel in leadership for community development**

WALPE seeks to promote social transformation towards new knowledge, attitudes and practices that recognize women's rights to political participation in development programs. Their political participation and leadership should see them as decision-makers, implementers, beneficiaries and as equals of and alongside their male counterparts.

#### *4.3 Our Mission*

WALPE has adopted this mission statement:

**To equip women with necessary means for collective leadership and transformation of communities**

#### 4.4 Our Values

Our values define who we are and what we are all about and the following is what defines us and distinguishes WALPE:

| Value                 | What it means to us as WALPE  |
|-----------------------|---|
| Transparency          | Keep ourselves open to feedback<br>Keep our work open to our partners, stakeholders, members, staff and board   |
| Accountability        | Respect all checks and balances, none of us is above our policies   |
| Inclusivity           | We strive to work with all women and men regardless of their sex, age, creed, ethnicity, class, religion, geographical location, race, political affiliation and gender |
| Gender responsiveness | We will always be alive to the different issues and dynamics that confront women and men  |
| Servant leadership    | We will promote transformative feminist leadership that place people at the heart and centre of our work  |
| Integrity             | We will always be grounded by our systems, processes and procedures in all our work   |

#### 4.5 Our strategic goal and theory of change

Our strategic goal as WALPE **is to facilitate a process of empowerment for women using a transformative feminist leadership model**. We believe in a leadership ladder that looks like an inverted V (leadership ladder). The first port of call is to define what the needs of the various women in the community are and this will be done by asking – What are the women's needs? It is by meeting these needs that WALPE will develop a relevant training programme for the women and then get feedback on the work thus done by asking 'What did we do well? Where do we need to grow? What did we learn?' The women who would have been trained will become mentors, teachers, coaches and advocates for women's rights responsible for duplicating their leadership in the community and the cycle continues like this so as to build a social movement of women

who are excellent leaders, growing other leaders so as to ensure women's political participation.

## **5. PLANNED ACTIVITIES FOR 2020 – 2023**

### *5.1 Core business*

WALPE has identified its core business as follows:

- I. Capacity Building
- II. Knowledge Management
- III. Peace Building and Social Cohesion
- IV. Social Entrepreneurship

Below are the table depictions of WALPE's next 4 years working with women to facilitate their political participation and leadership starting at community levels.

#### **5.1.1 Capacity Building**

**Strategic objectives:** To empower aspiring women leaders to take political leadership roles at community and national level by 2023.

**Impact:** Women taking up political leadership at community, provincial and national levels hence social justice and development



| Capacity building (Education)   |  |   |
|---|--|---|
| <b>Goal:</b> Increase the leadership skills and constitutional awareness for 2,168 women aspiring leaders by 2023 <sup>1</sup>  |  |   |
| Planned Activities  | Expected Outputs   | Expected Outcomes   |
| <p><b>Conduct academic and practical trainings in the following areas:</b> -</p> <ul style="list-style-type: none"> <li>• Transformative Feminist Leadership</li> <li>• Political career development</li> <li>• Building and Managing a Campaign</li> <li>• Introduction to Public Service and Volunteerism</li> <li>• Negotiation and consensus building skills</li> <li>• Non- violent campaign strategies</li> <li>• Constituency outreach and voter mobilisation strategies</li> <li>• Resilience Building and social accountability</li> <li>• Public speaking and mastering the art of convincing audiences</li> <li>• Introduction to Feminism</li> <li>• Etiquette and Confidence building</li> <li>• Introduction to Climate Change</li> <li>• Sexual and Reproductive Health Rights</li> </ul> <p><b>Training Format:</b> <i>Trainings to be conducted residential and virtual.</i></p> | Trained potential candidates per ward/constituency/ per training/electoral cycle/by election/SRC/Prefects term | Women leaders empowered with skills and knowledge to take up positions of influence |

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<sup>1</sup> 2, 168 is a total of 1, 958 constituencies and 210 parliamentary members, 832 (SDC, Health Centre Committee and others)

| Capacity building (Education)  |   |   |
|--|---|---|
| <b>Goal:</b> Increase the leadership skills and constitutional awareness for 2,168 women aspiring leaders by 2023 <sup>1</sup>   |   |   |
| Planned Activities   | Expected Outputs                                  | Expected Outcomes   |
| <i><b>Processes involved:</b> Identification of potential candidates and trainers, recruitment, development of curriculum, training (TOTs)</i>   |   |   |
| <b>Implement comprehensive Exchange Programmes as follows:</b> <ul style="list-style-type: none"> <li>- Leadership Winter/Summer School</li> <li>- Boot-camp</li> <li>- Study visits (Rwanda/SA, USA, Scandinavian countries, New Zealand)</li> <li>- Learning visits to parliament and council</li> </ul> | Women attending exchange programmes               | Women sharing their experiences with other women and grooming other women leaders |
| <b>Facilitate and coordinate Mentorship/Coaching/Internship Programmes for: -</b> <ul style="list-style-type: none"> <li>- Business</li> <li>- Public sector and political sphere</li> <li>- School clubs</li> <li>- Universities, colleges and polytechnics</li> </ul>                                    | Women attending coaching and mentoring programmes | Women duplicating coaching and mentorship narratives                              |
| <b>Facilitate public lectures and town hall meetings</b> with academic, experienced /achieved politicians, role models and high achievers  | Public lectures held at various platforms         | Increased awareness and holding of public leaders accountable                     |

| Capacity building (Education)   |                      |   |
|---|----------------------|---|
| <b>Goal:</b> Increase the leadership skills and constitutional awareness for 2,168 women aspiring leaders by 2023 <sup>1</sup>  |                      |   |
| Planned Activities  | Expected Outputs     | Expected Outcomes   |
| <p><b>Conduct research and documentation</b> of women's experiences and relevant case studies reflecting women's capacities in leadership at various levels.</p> <p><b>Leadership Support Programme</b> this will provide basic direct support round campaigns such as IEC materials and some logistics</p> | Researches conducted | Women making use of the publications and documenting more cases |

### 5.1.2 Knowledge Management

#### Strategic objectives:

1. To undertake multi-sectorial research initiatives which unpack critical questions on factors affecting women leadership and gender equality in Zimbabwe by 2023.
2. To engage in evidence driven advocacy and lobby initiatives targeting laws, policies, institutions and actors who have an impact on women leadership and gender equality in Zimbabwe by 2023.

**Impact:** Evidence based policy and law reform to enhance women leadership

| Knowledge Management   |  |  |
|--|--|--|
| <b>Goal:</b> Produce five research documents to inform advocacy and lobby initiatives for increased women's participation in Zimbabwean leadership by 2023   |  |  |
| Planned Activities   | Expected Outputs   | Expected Outcomes  |
| Conduct action research on informal economy and women participation in leadership<br><br>Publish 'I stories' of the different leadership journeys which women politicians, prominent activists and WHRDs have walked<br><br>Publish quarterly journal on emerging themes in women political leadership issues in Zimbabwe and beyond.<br><br>Publish monthly op-eds on contemporary challenges facing women aspiring leaders.<br><br>Conduct survey on the reach and effectiveness of the Zimbabwe Gender Commission and other Chapter 12 institutions | Research papers on factors affecting women leadership and gender equality in Zimbabwe published by 2023. | Enhanced levels of knowledge among policy makers, traditional leaders, women and men in society to transform their attitudes towards women leadership through change of laws, policies, actions and institutional frameworks by 2023 |

| Knowledge Management  |   |  |
|---|---|--|
| <b>Goal:</b> Produce five research documents to inform advocacy and lobby initiatives for increased women's participation in Zimbabwean leadership by 2023  |   |  |
| Planned Activities  | Expected Outputs  | Expected Outcomes  |
| <p>Design and implement a gender tracking tool for the budgets at local and national level</p> <p>Carry out a study on the attitudes of men and women towards women leadership over four years in WALPE operating districts.</p> <p>Conduct basic archiving quarterly of the WALPE journey – outcome harvesting, documentaries, bulletins, annual reports, blogs, hard copies of information, periodic acknowledgment and celebration of milestones at various levels of programme implementation, statues, developing manuals and putting, them online, putting in place a very strong M and E Team and Plan, producing informative disks, working with activism for development like Bustop TV – using satire with comics, work with community radios</p> |   |  |
| <p><i>Focus on Laws and Policies</i></p> <p>Conduct strategic litigation around gender parity as set out in Sections 17, 56 and 80 of the Constitution of Zimbabwe.</p> <p>Develop model laws and policies to engage parliament on SRHR issues for women, sexual harassment, and access to funding for micro businesses, electoral reforms and alignment of various laws with a bearing on women leadership to the constitution.</p> <p><i>Focus on Institutions</i></p> <p>Conduct quarterly Interfaces with all political party structures to</p>   | <p>Women challenging laws, policies, institutions and actors that constrain women's leadership at all levels in Zimbabwe by 2023.</p> | <p>Enhanced levels of knowledge among policy makers, traditional leaders, women and men in society to transform their attitudes towards women leadership through change of laws, policies, actions and institutional frameworks by 2023.</p> |

| Knowledge Management   |                  |                   |
|--|------------------|-------------------|
| <b>Goal:</b> Produce five research documents to inform advocacy and lobby initiatives for increased women's participation in Zimbabwean leadership by 2023   |                  |                   |
| Planned Activities   | Expected Outputs | Expected Outcomes |
| <p>discuss the state of women participation in leadership (Potlucks).</p> <p>Engage and work with Chapter 12 institutions towards mainstreaming of their activities to support gender parity in leadership positions</p> <p>Petition and picket ZEC and parliament to implement outstanding electoral reforms and align the electoral act to the constitution.</p> <p>Petition the UN, SADC, AU and other international rights bodies on the violations of women's human rights in Zimbabwe.</p> <p>Conduct a Gender Barometer to measure compliance of public institutions in implementing 50/50 within leadership structures.</p> <p><i>Focus on Actors</i></p> <p>Publish Gender champion/Villain watch monthly</p> <p>Erect a women heroines mural and hall of fame in Harare Gardens.</p> <p>Conduct litigation against actors doing adverse actions on women's legitimate political interests.</p> <p>Facilitate competitions for high school girls and boys to tell their understanding of gender and leadership in Zimbabwe.</p> |                  |                   |

| Knowledge Management   |   |  |
|--|---|--|
| <b>Goal:</b> Produce five research documents to inform advocacy and lobby initiatives for increased women's participation in Zimbabwean leadership by 2023 |   |  |
| Planned Activities   | Expected Outputs  | Expected Outcomes  |
| Develop Feminist research skills   | Special reports on women's rights, leadership and political participation | Evidence based IEC, lobbying and advocacy work around women's rights, leadership and political participation |
| Develop ICT skills   | Women develop ICT skills  | Efficient production, processing, storage, retrieval, dissemination of information                           |

### 5.1.3 Peace Building Social Cohesion

**Strategic objective:** To advocate for a violence-free environment that allows women to fully participate in democratic processes

**Impact:** Socially cohesive, inclusive and peaceful society

| Peace Building Social Cohesion  |  |   |
|---|--|---|
| <b>Goal:</b> Promote peace and social cohesion in Zimbabwe through capacitating women leaders to engage in self and collective care for psycho-social well-being by 2023.   |  |   |
| Planned Activities  | Expected Outputs   | Expected Outcomes   |
| Establish traditional conflict resolution mechanisms in communities through sensitisation processes such as Conflict analysis, Peace Committees Peace barometer, climate change conflict mediators, Name and shame, conversation cafes, sports tournaments, food festival, provincial district fairs, laundry fair. | Evidence based advocacy on issues relating to violence against women and girls | Improved attitudes towards peace and social cohesion for women leaders and their communities                |
| Establish a rapid response and early warning mechanism for survivors of torture   | A Rapid Response framework for socio-psychological support for women set up.   | Women accessing rapid response and supported by the mechanism   |
| Conduct targeted litigation to human rights violators in communities  | Reports on the litigation of women's human rights defenders                    | Women supported by the rapid response mechanism   |
| Train community-based psycho-social counsellors and peer coaches – link with WALANS   | Reports on the Summits   | Women safe spaces for counselling created and functional.   |
| Host well-being symposium for women leaders, activists, WHRDs once every quarter until 2023   | Women attending the symposium  | Women reporting in their communities about the symposium and its positive effects on supporting communities |



#### 5.1.4 Social entrepreneurship

**Strategic objective:** To economically empower women aspiring to run for public office by 2023

**Impact:** Women who are financially emancipated leading development in society

| Social Entrepreneurship  |  |   |
|--|--|---|
| <b>Goal:</b> To empower women for diverse sustainable and economic initiatives which generate income for the organisation and beneficiaries by 2023.   |  |   |
| Planned Activities   | Expected Outputs                                   | Expected Outcomes   |
| Establish and implement internal saving and landing schemes  | Established internal savings scheme                | Increased access to finance by women in various communities |
| Conduct Livelihood skills development – soap and candle making, cobra making, basket weaving nutritional gardening, hand crafts, bee keeping, fish farming, make wood stoves for sale, recycling of aluminum and plastics, mushroom production, 3-legged pots molding project, Marula oil production | Women equipped with sustainable livelihoods skills | Increased capacity by women to generate an income           |
| Conduct social entrepreneurship development - Training of trainers, Financial management, provision of small igps  | Women trained on social entrepreneurship           | Women have increased knowledge on social entrepreneurship   |

| Social Entrepreneurship  |  |  |
|--|--|--|
| <b>Goal:</b> To empower women for diverse sustainable and economic initiatives which generate income for the organisation and beneficiaries by 2023. |  |  |
| Planned Activities   | Expected Outputs   | Expected Outcomes  |
| Facilitate for value addition and market linkages for women's projects   | Women have linkages to markets and produce value added goods | Improved access to markets by women with value added goods |



## 6. Summary

**Figure 3** below is an overview of the key elements of the proposed Strategic Plan 2020-2023. The row of shaded block arrows indicates the elements relating to the programmatic thrust. The other rows indicate elements of supportive activities to strengthen the programming capacity.

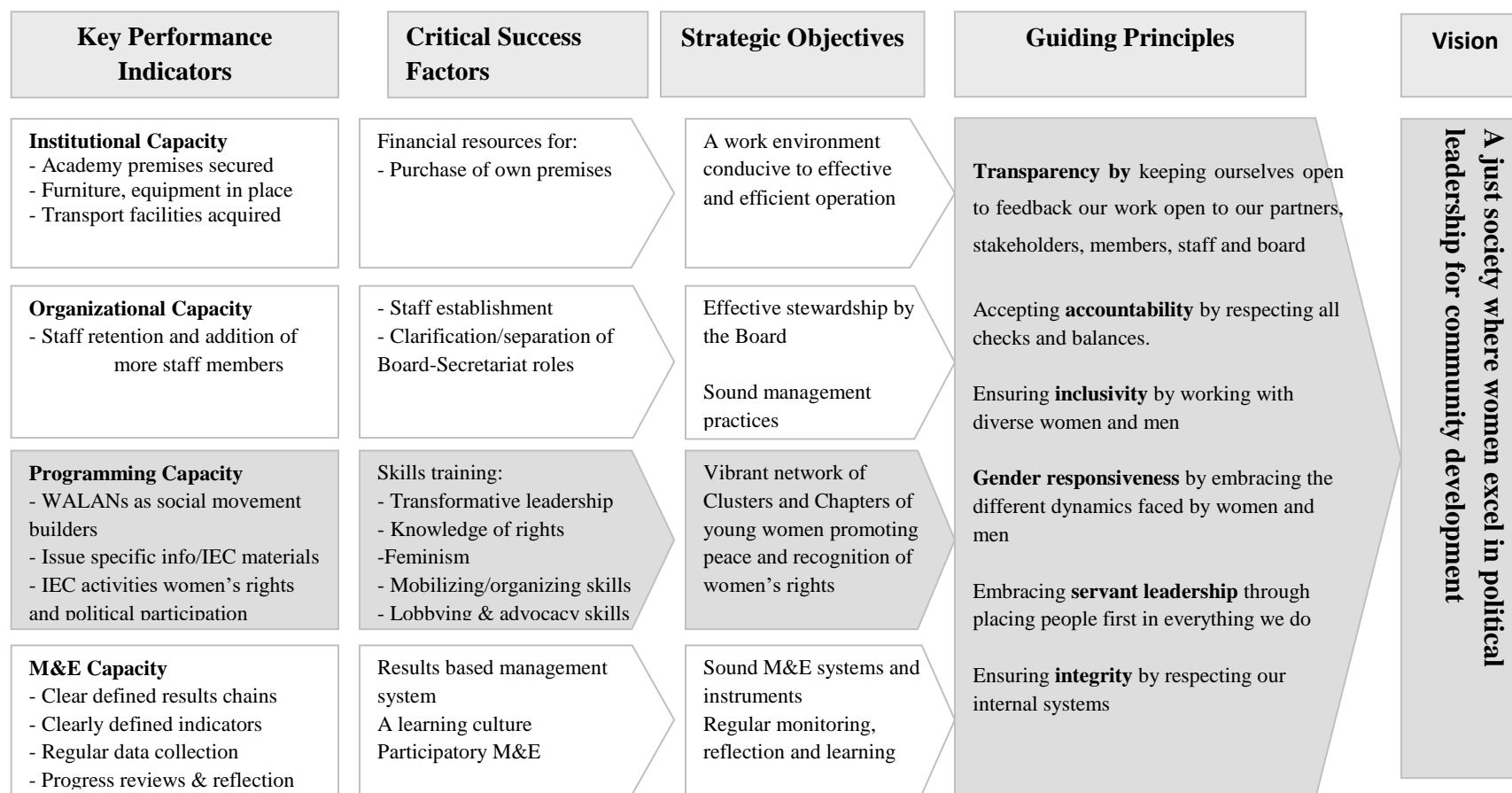
The **Key Performance Indicators** specify what WALPE must accomplish in the 2020-2023 period

The **Critical Success Factors** indicate the supports needed in order to produce the Key Performance Indicators

The **Strategic Objectives** refer to the desired outcomes of the Strategic Plan. They are *strategic* in that they put WALPE in a strong position for executing its mandate.

The **Guiding Principles** refer to the organizational values of WALPE. Experiences in the field might indicate a need to define other guiding principles.

**Figure 3: Capacity Building Strategy 2020-2023**



(Adapted to the model in Clive Howe (2002): *Simple solutions to strategic success: The one-page c@ps planning process*.  
 Knores Publishing

