



# GENDER MAINSTREAMING IN LOCAL GOVERNANCE AND SERVICE DELIVERY

**A Practical Guide for CSOs and CBOs working  
in Rural Local Authorities of Zimbabwe**



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## **Section I: Introduction to Gender Mainstreaming**

The introductory section seeks to highlight the background and the purpose of the gender mainstreaming in the context of strengthening local governance and service delivery in rural local authorities of Zimbabwe.

### **I. Background of the Project**

The Civic Forum on Human Development (CFHD) in partnership with Lower Guruve Development Association (LGDA), Centre for Community Development Solutions (CCDS), Association of Rural District Councils of Zimbabwe (ARDCZ) and Nyahunhure Community Trust (NCT) has been implementing a four-year project entitled “Strengthening Civil Society Capacity for Scaling-up Social Accountability in Rural Local Authorities of Zimbabwe”. The aim of the project is to enhance inclusivity and meaningful participation of civil society and community based organizations in demanding and monitoring inclusive, accountable and resilient governance and service delivery in rural local authorities of Zimbabwe. It is interesting to note that one of the tentative results under this project has been to ensure inclusive and gender-sensitive service delivery in rural local authorities through mapping of gender needs and priorities and effectively integrate them in local government planning and budgeting processes and fostering inclusive participation of key stakeholders in local planning and development.

### **I.2 Introduction to the Practical Guide and its Target Audience**

The practical guide aims to complement and inform existing knowledge on gender mainstreaming in local governance and service delivery. This practical guide is a step towards strengthening the individual and institutional capacity to undertake gender mainstreaming in local governance programmes. It is also a guide to advance policy commitments on gender equality at local levels targeting CBOs, CSOs, NGOs and other district stakeholders participating in the social accountability project. The empowerment of women and girls is most effective if gender is a primary focus of all interventions – starting with assessment, analysis and design phases and through to implementation, monitoring and evaluation. This practical guide is intended to be adapted to the goals and objectives of interventions in each practical context, and used alongside other existing practices. The practical guide will build on existing knowledge and will address gaps, challenges, capacity building and information needs that would have been identified in the implementation of the activities on gender sensitive mapping and the CBP. Emphasis will be on the usability of the practical guide by councillors, local leaders, youth and women groups to begin to create more meaningful dialogue and gender sensitive mechanisms for ensuring gender-sensitive planning, budgeting and service delivery.

### **I.3 Objectives**

- To provide a step towards strengthening the individual and institutional capacity of CBOs and CSOs to undertake gender mainstreaming in local governance programmes and to advance policy commitments on gender equality at local level
- To equip CBOs with the tools and resources to mainstream gender into their work and within their communities.

## Section 2: Importance of Gender Mainstreaming in Local Governance

This section dives deeper into the crucial role of gender mainstreaming within Zimbabwe's local governance processes. The paper will explore its significance and provide practical examples to illustrate the importance of gender mainstreaming in the rural local authorities context.

### 2. The Importance of Gender Mainstreaming in Local Governance Systems of Zimbabwe

Gender mainstreaming in local governance is critical for achieving a more just, equitable and prosperous Zimbabwe for all. The inclusion and application of the principle of equal treatment and opportunities between women and men in public policies is crucial. This should be done in a manner that guarantees access to all resources under equal conditions. It's also essential that public policies be planned to take existing inequalities, women and men's differences, into account. It is not just an obligation, but also an opportunity to tap into the full potential of the entire population and ensure everyone benefits from development efforts. Local governments should fully mainstream a gender perspective into local legislation, urban planning and policy-making to tackle the multiple barriers to women's empowerment.

Zimbabwe's commitment to gender equality is translated into action through gender mainstreaming in local governance, ensuring policies and practices reflect this crucial value. The National Gender Policy (2014) provides a comprehensive framework for achieving this goal across all sectors, including local governance. It outlines specific goals, strategies, and actions for integrating gender considerations into every aspect of policymaking and implementation. This framework is further strengthened by the National Gender Mainstreaming Strategy (2018-2023), which offers concrete measures for integrating gender throughout planning, budgeting, and execution of government programs. The National Decentralization Policy (2020) reinforces the importance of gender mainstreaming at the local level. It emphasizes gender-responsive decentralization, encouraging local authorities to actively involve women in decision-making processes and ensure their needs are addressed. This commitment not only promotes equality but also aligns with Zimbabwe's global commitment to gender justice. By actively mainstreaming gender in local governance, Zimbabwe demonstrates its dedication to building a more inclusive and equitable society for all.

The provision of service delivery can be strengthened through gender mainstreaming. Women and men have different needs and priorities regarding local services like water, sanitation, healthcare and education. Gender-blind approaches often fail to meet everyone's needs effectively. Gender mainstreaming involves analyzing existing services and policies to identify any gender biases or gaps that might disadvantage certain groups. By understanding these diverse needs, service providers can design and deliver services that are accessible and cater to everyone more effectively. When both women and men are involved in the planning, design, and implementation of services, they are more likely to feel ownership and contribute their unique perspectives. This can lead to more responsive and sustainable services that address the actual needs of the community.

Gender mainstreaming in local governance is important as it increases accountability and transparency in local planning and decision-making processes. Integrating gender considerations into planning, budgeting, and monitoring makes institutions more accountable to all citizens, fostering trust and public participation. Resources are often limited in most rural

local authorities and gender mainstreaming ensures that they are allocated equitably and efficiently to reach all groups in society using a gender-responsive approach. This can prevent situations where one group's needs are prioritized over another, leading to better optimization of resources for maximum impact. When services are designed and delivered in a way that is inclusive and equitable, it fosters trust and accountability between service providers and communities. This can lead to increased service utilization and engagement, ultimately improving the effectiveness of service delivery. Overall, gender mainstreaming is not just about achieving gender equality; it is also a practical strategy for improving the quality, effectiveness and reach of services for everyone. By taking into account the diverse needs and experiences of both women and men, service providers can better meet the needs of their communities and contribute to a more just and equitable society.

## **2.1 The Context of Gender Mainstreaming in Local Government.**

The context of gender mainstreaming in local government is multifaceted and involves historical, legal, developmental, and practical considerations. Globally, the fight for gender equality gained momentum in the 1970s, leading to international commitments like the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW). Many countries, including Zimbabwe, have national constitutions and policies upholding gender equality. Gender mainstreaming in local government aims to align local policies and practices with these national commitments. Specific laws and regulations related to decentralization and local government operations encompass some principles of gender mainstreaming.

The Constitution of Zimbabwe (2013) has elaborate provisions on gender equality and women's empowerment. The government has put in place several pieces of legislation and policies to actualize these provisions such as the National Development Strategy I (NDSI) (2021 to 2025) and the Revised National Gender Policy (NGP) of 2017. Zimbabwe has continued to progressively align its laws to the Constitution. The Criminal Law Act of 2006 and the Domestic Violence Act (2007) were also enacted to protect women against GBV and other forms of abuse. The National Decentralization Policy (2020) reinforces the importance of gender mainstreaming at the local level. It emphasizes gender-responsive decentralization, encouraging local authorities to actively involve women in decision-making processes and ensure their needs are addressed. This commitment not only promotes equality but also aligns with Zimbabwe's global commitment to gender justice. In Zimbabwe, there is under representation in decision-making: Women hold only 35% of parliament seats and 16% of local government council seats, despite constituting 52% of the population. Cultural barriers have caused this and societal expectations often hinder women's advancement in political leadership.

In education and health there has been higher dropout rates for girls. These have been caused by early marriage, pregnancy, and financial constraints contribute to girls' leaving school earlier than boys. There has also been limited access to sexual and reproductive health services. These have been caused by stigma, affordability, and geographical barriers which have restricted access to essential healthcare services for women and girls. The existing high maternal mortality rate, inadequate healthcare infrastructure and resources contribute to preventable maternal deaths during childbirth. Women and girls have been the victims of the prevailing high prevalence of gender-based violence: Physical, sexual, and emotional abuse of women and girls remains widespread, with limited access to justice and support services. There have also been harmful traditional practices against women in areas such as Mashonaland Central which have led to high incidences of child marriage and discriminatory inheritance practices that continue to negatively impact women's lives. Stereotyping and discrimination: Gender stereotypes and biases permeate various aspects of life, limiting opportunities and perpetuating inequalities.

Gender inequalities often manifest locally, limiting access to services, resources, and decision-making for women and girls. Mainstreaming gender ensures diverse needs and perspectives are considered in local development plans and initiatives. This leads to more equitable and sustainable development outcomes that benefit everyone.

Local governments manage various services like healthcare, education, water, sanitation, and waste management. Gender mainstreaming involves analyzing how these services are currently delivered and identifying any gender biases or gaps. Based on this analysis, adjustments are made to ensure services are accessible, responsive, and meet the needs of all genders equally.

## **2.2 Defining Gender Mainstreaming**

### **Gender Mainstreaming:**

- Definition: Integrating a gender perspective into all policies, programs, and activities to achieve gender equality and empower women.

### **Key principles:**

- Equality: Equal rights, opportunities, and access to resources for all genders.
- Equity: Addressing the different needs and vulnerabilities of women and men.
- Participation: Ensuring women's equal participation in decision-making and implementation.
- Transformation: Challenging and changing gender norms and inequalities.

### Section 3: Practical Steps to Gender Mainstreaming

This section provides a practical, systematic guide tailored for the Zimbabwean context, outlining the key actions stakeholders can take to integrate gender considerations into local governance. The section is a build-up to the previous sections that established the importance of gender mainstreaming and the challenges that may arise.

#### 3. Practical steps for CSOs and CBOs for Gender Mainstreaming in Rural Local Authorities

This section provides key practical steps for CSOs and CBOs for mainstreaming gender in rural local authorities of Zimbabwe. It is a call to action, urging these organizations to step forward and become champions for change. By embracing these steps, CSOs and CBOs can empower women and girls to claim their rightful place at the decision-making table, ensuring their voices are heard and their needs addressed.

##### 3.1 Step 1: Gender Analysis.

Gender analysis in local governance is a crucial tool for achieving gender equality and creating policies and services that are effective and equitable for all residents. It goes beyond simply counting of the number of men and women involved; it delves into how power, resources, and opportunities are distributed based on gender. Community-Based Organizations (CBOs) and Civil Society Organizations (CSOs) are crucial players in driving gender equality through gender analysis and subsequent gender mainstreaming efforts.

- **Defining Gender Analysis.**

Gender analysis is a process used to identify, understand and describe gender differences and the importance of gender roles and power dynamics in a particular context. It helps ensure equitable participation of women and men in development processes and projects. It considers gender issues through the entire process of programme or organizational development. This requires sex-disaggregated data and ensures that development projects and programmes incorporate roles, needs and participation of women, men, girls and boys.

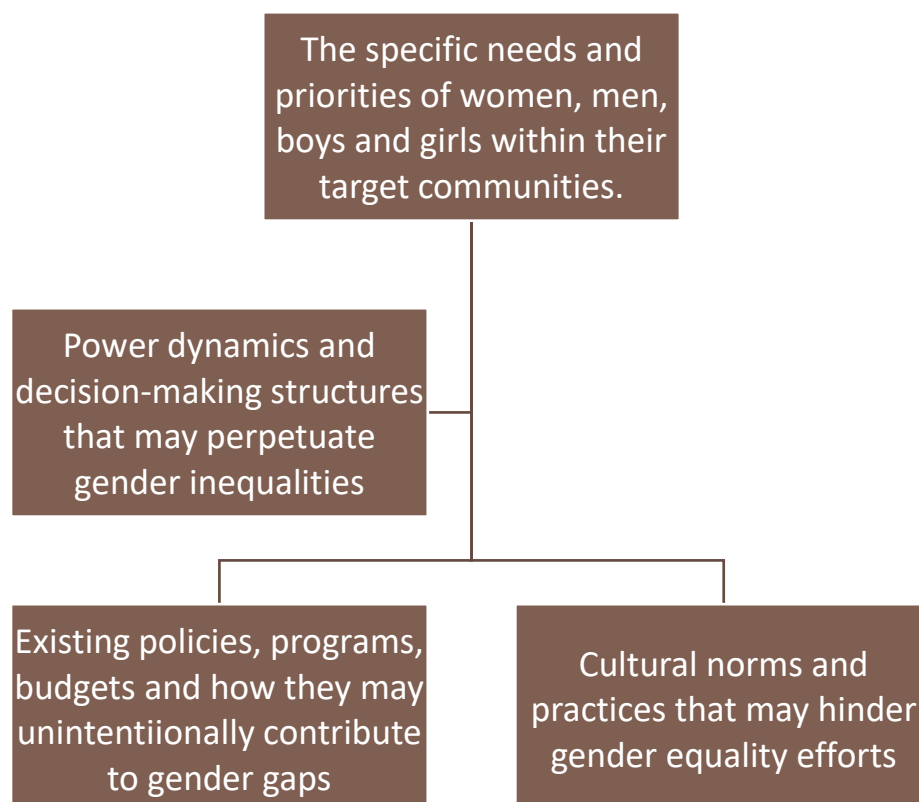
**Table 1: Key Elements of Gender Analysis**

| Element                            | Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Gender Roles and Identities</b> | Gender analysis examines the socially constructed roles, expectations, and behaviour assigned to individuals based on their perceived gender. It considers how these roles are reinforced through socialization processes and how they affect individuals' access to opportunities, resources, and decision-making power. Gender analysis also involves collecting and analyzing data disaggregated by sex, age, and other relevant factors. For example, in many societies, women are often expected to prioritize caregiving and household responsibilities, while men are expected to be the primary breadwinners. These gender roles can limit women's economic and political participation and reinforce power imbalances. This helps identify disparities in access to services, participation in decision-making, and vulnerability to specific challenges, like poverty or food insecurity. |
| <b>Power and Decision-Making</b>   | Gender analysis focuses on power relations and how they intersect with gender. It investigates who holds decision-making positions, both formally and informally, and explores the factors that enable or                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |

| Element                                         | Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|-------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                 | constrain individuals' ability to participate in decision-making processes. Understanding power dynamics is crucial because unequal power relations based on gender can perpetuate discrimination and exclusion. By identifying who has access to power and who is marginalized, gender analysis can inform efforts to promote more inclusive and equitable decision-making structures.                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <b>Gender-Based Violence and Discrimination</b> | Gender analysis acknowledges the prevalence and impact of gender-based violence and discrimination. It examines the various forms of violence, including physical, sexual, and emotional abuse, as well as harmful practices such as child marriage and female genital mutilation. Gender analysis delves into the underlying factors that contribute to gender-based violence and discrimination, such as patriarchal norms, unequal power relations, and limited access to justice. It helps identify strategies for prevention, protection, and support for survivors.                                                                                                                                                                                                                                                                                         |
| <b>Access to Resources and Opportunities:</b>   | Gender analysis assesses how gender influences individuals' access to and control over resources, opportunities, and services. It examines disparities in areas such as education, healthcare, employment, land ownership, financial assets, and social protection. For instance, women may face barriers to accessing quality education or credit facilities due to discriminatory practices or stereotypes. Gender analysis highlights priority areas for intervention, allowing for strategic allocation of resources to initiatives that specifically address gaps between men/women, boys/girls and other socio-economic groups.                                                                                                                                                                                                                             |
| <b>Gender in Policy and Institutions:</b>       | Gender analysis examines the extent to which policies, laws, and institutional practices address gender inequalities and promote gender equality. It considers whether gender issues are adequately integrated into policies and whether institutions have the capacity to implement and monitor gender-responsive approaches. By analysing the gaps and challenges in existing policies and institutions, gender analysis informs the development of gender-responsive policies and practices that address the specific needs and priorities of men/women, boys/girls and other socio-economic groups in society. To add on, gender analysis provides concrete evidence to inform policy development and program design. This ensures interventions directly address identified gender inequalities and promote equitable access to resources and opportunities. |
| <b>Intersectionality</b>                        | Gender analysis recognizes that individuals hold multiple social identities and that these intersect to shape their experiences of privilege and discrimination. It acknowledges that gender intersects with other dimensions of identity, such as race, class, ethnicity, age, disability, and sexuality. For example, women from marginalized ethnic or racial groups may face compounded discrimination due to intersecting forms of oppression. Gender analysis considers these intersecting identities to develop more nuanced and inclusive approaches to promoting gender equality.                                                                                                                                                                                                                                                                        |

Gender analysis utilizes a range of research methods, including qualitative and quantitative approaches, to collect and analyse data. Methods such as interviews, surveys, focus groups, and case studies are employed to capture diverse perspectives and experiences. By applying a gender lens to data analysis, gender analysis uncovers patterns, trends, and underlying factors that contribute to gender inequalities. The findings from gender analysis are used to inform

policy development, program design, and advocacy efforts. It helps identify targeted interventions, measures, and reforms to address gender disparities, promote women's empowerment, and advance gender equality in various sectors, including governance, education, health, economics, and social protection. By conducting a thorough gender analysis, CSOs and CBOs can gain invaluable insights into:



**Figure 1: Insights that can be gained from gender analysis**

Equipped with this knowledge, CSOs and CBOs can then:

- Develop targeted interventions that address the specific needs identified in the analysis.
- Advocate for inclusive policies and budgets that prioritize gender equality.
- Challenge harmful cultural norms and practices that discriminate against certain groups.
- Monitor and evaluate the effectiveness of their gender mainstreaming efforts.

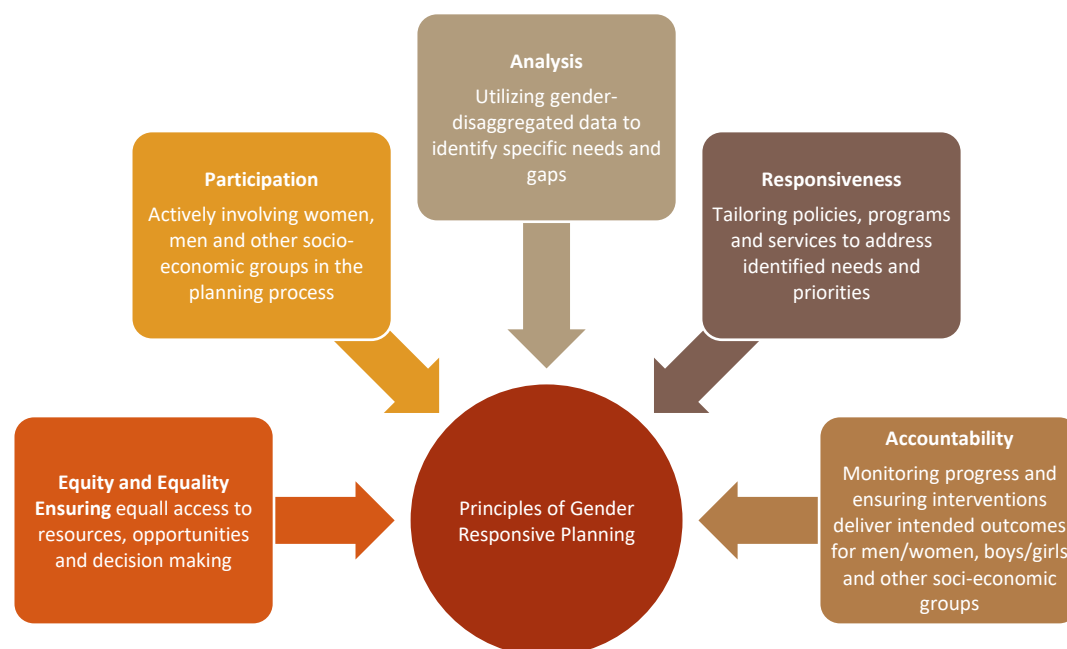
### **3.2 Step 2: Gender- Responsive Planning**

Gender-responsive planning serves as a crucial foundation for gender mainstreaming in local governance and service delivery. A proactive approach systematically integrates gender analysis and perspectives into all stages of planning, implementation, monitoring, and evaluation.

#### **Defining Gender -Responsive Planning**

Gender-responsive planning is an approach to development and policy-making that takes into account the different needs, priorities, and experiences of women, men, boys, and girls. It aims to promote gender equality and ensure that everyone benefits from development initiatives.

## Key Principles of Gender-Responsive Planning



**Figure 2: Key Principles of Gender-Responsive Planning**

### 3.3 Step 3: Stakeholder mapping and sensitization to gender-responsive planning and budgeting.

Stakeholder mapping and sensitization is a key step towards gender mainstreaming in local governance and service delivery. It is a process of identifying, analyzing, and engaging with individuals and groups who have an interest or influence on achieving gender equality in their work. The process helps identify individuals and groups who can influence or be impacted by your initiatives. As a key step it is important to consider the following;

**Table 2 Key Consideration on Gender Mainstreaming**

| Key Considerations        | What it Involves                                                                                                                                                                                                                                                                                                                                                                                                           |
|---------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Identify key stakeholders | <ul style="list-style-type: none"> <li><b>Government:</b> Ministries, local authorities, planning agencies.</li> <li><b>Civil society:</b> Women's organizations, socio-economic groups, NGOs.</li> <li><b>Private sector:</b> Businesses and financial institutions.</li> <li><b>Media:</b> Journalists and media outlets.</li> <li><b>Community members:</b> Women, girls, men and other marginalized groups.</li> </ul> |

| Key Considerations                                   | What it Involves                                                                                                                              |
|------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Analyze their interests, power, and influence</b> | <ul style="list-style-type: none"> <li>Understand their perspectives, potential support or resistance, and capacity to contribute.</li> </ul> |
| <b>Prioritize your engagement</b>                    | <ul style="list-style-type: none"> <li>Focus on key stakeholders who can significantly impact your success.</li> </ul>                        |

### Sensitization Strategies

In all these processes CBOs and CSOs can adopt different sensitization strategies to gender-responsive planning and budgeting. These strategies can include the following;

- Tailored workshops and trainings: Offer specific information and skills relevant to each stakeholder group (e.g., budget analysis for government officials, advocacy training for different socio-economic groups and other CBOs and CSOs).
- Information campaigns: Use diverse channels like social media, community outreach, and media briefings to raise awareness and promote the uptake of gender-responsive planning and budgeting.
- Interactive dialogues and consultations: Organize discussions to exchange ideas, gather feedback, and build commitment.
- Success stories and best practices: Showcase positive examples of gender-responsive planning and budgeting (GRPB) implementation to inspire and motivate stakeholders.
- Capacity building: Provide ongoing support and resources to ensure stakeholders can actively participate in GRPB processes.

## 3.4 Step 4. Gender-responsive budgeting

Gender-responsive budgeting (GRPB) is an approach to planning and allocating public resources that considers the different needs, priorities, and experiences of women and men, girls and boys. It aims to achieve gender equality and empowerment by ensuring budgets are fair and inclusive.

### Why Gender-Responsive Budgeting?



**Table 3: Benefits of Gender Budgeting**

| Promoting Gender Equality                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Enhancing Development                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Transparency and Accountability                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>● <b>Budgets often reflect and reinforce existing gender inequalities. GRB examines how budgets affect different groups (men, women, boys, girls) and identifies biases, leading to fairer resource allocation.</b></li> <li>● <b>By investing in areas crucial for women, like healthcare, education, and entrepreneurship, GRB empowers them to participate more fully in society and contribute to economic growth.</b></li> <li>● <b>Many countries have committed to achieving gender equality through international agreements like the Sustainable Development Goals (SDGs). GRB is a key tool to translate these commitments into concrete action.</b></li> </ul> | <ul style="list-style-type: none"> <li>● Traditional budgets may overlook the contributions and needs of half the population. GRB ensures resources are used effectively by considering everyone's potential.</li> <li>● Gender inequalities trap many, especially women, in poverty. GRB targets resources to address their specific needs, leading to broader poverty reduction.</li> <li>● Gender equality is linked to peace and stability. GRB contributes to a more just and peaceful society by addressing the root causes of gender-based discrimination and violence.</li> </ul> | <ul style="list-style-type: none"> <li>● GRB encourages participation from diverse groups, especially women, in budget processes, leading to greater transparency and accountability.</li> <li>● By tracking how budgets impact different groups of men/women and girls/boys, GRB helps ensure resources are used efficiently and effectively to achieve stated goals.</li> <li>● GRB promotes evidence-based decision-making and holds governments accountable for delivering on their commitments to gender equality.</li> </ul> |

### 3.5 Step 5: Understanding the role of CBOs/CSOs in gender-sensitive service delivery.

CBOs are rooted in local communities, often formed by community members themselves. They have a deep understanding of local needs, cultures, and power dynamics, making them well-positioned to address gender issues. There are several roles that CBOs and CSOs play in gender-sensitive service delivery and these include the following;

**Table 4: Roles of CSOs/CBOs and the Key Considerations**

| Role of CSOs/CBOs                                       | Key Considerations                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|---------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Identifying needs and gaps                              | <ul style="list-style-type: none"> <li>● CBOs and CSOs are often the first to identify gaps in service delivery, especially where marginalized women and girls are concerned. They work closely with communities to understand the specific challenges and barriers women experience with respect to accessing services.</li> </ul>                                                                                                                                                                                                                              |
| Providing social services                               | <ul style="list-style-type: none"> <li>● <b>Crisis support:</b> Shelters, hotlines, counseling, and legal support for survivors of gender-based violence (GBV).</li> <li>● <b>Health services:</b> Reproductive health services, sexual health information, HIV/AIDS prevention and support.</li> <li>● <b>Economic empowerment:</b> Vocational training, microfinance programs, and support for women-led businesses.</li> <li>● <b>Education:</b> Promoting girls' education, addressing gender stereotypes in schools, and providing scholarships.</li> </ul> |
| Challenging Harmful Norms                               | <ul style="list-style-type: none"> <li>● <b>Awareness campaigns:</b> CBOs and CSOs use education, community dialogues, and media to challenge discriminatory social norms and promote gender equality.</li> <li>● <b>Community mobilization:</b> Organizing women's groups, working with different socio-economic groups, and engaging traditional leaders to shift attitudes and behaviors.</li> </ul>                                                                                                                                                          |
| Advocating for Policy Change                            | <ul style="list-style-type: none"> <li>● <b>Lobbying governments:</b> Advocating for laws and policies that promote gender equality and protect women's rights.</li> <li>● <b>Holding governments accountable:</b> Monitoring government implementation of gender-sensitive policies and demanding accountability in cases of shortcomings.</li> </ul>                                                                                                                                                                                                           |
| Bridging Gaps Between Communities and Service Providers | <ul style="list-style-type: none"> <li>● <b>Building trust:</b> CBOs and CSOs enjoy trust within the communities and serve as a bridge between communities and formal service providers (local authority, police, health, legal system) who can sometimes lack community trust or gender sensitivity.</li> <li>● <b>Capacity building:</b> Training service providers to understand gender dynamics and provide services without discrimination or bias.</li> </ul>                                                                                              |

## 3.6 Methods and tools of gender mainstreaming.

### 3.6.1 Gender Analysis

This is the first step in gender mainstreaming (the *tool has been elaborated above*) and involves collecting and analyzing data to understand the different needs, experiences, and priorities of men and women. This data can be quantitative (e.g., numbers, statistics) or qualitative (e.g., stories, interviews).

#### ***Tools on gender analysis***

- Gender analysis frameworks provide the conceptual structure for your analysis: they help you to structure and carry out gender research, and to frame the content
- Data collection methods,
- Participatory research techniques.

### **3.6.2 Gender budgeting**

This involves ensuring that budgets are allocated in a way that promotes gender equality. This means considering the different needs of men and women when allocating resources and tracking how budgets are actually spent.

#### ***Tools on Gender Budgeting***

- **Gender budgeting guidelines**

Gender budgeting guidelines provide a framework and set of principles for integrating gender considerations into the budgeting process. These guidelines typically outline the steps and methodologies for analyzing budgets through a gender lens, as well as the key areas where gender disparities may exist. They may include guidance on conducting gender analysis, setting gender-sensitive budget targets, and monitoring and evaluating the gender impact of budget allocations. Gender budgeting guidelines serve as a roadmap for policymakers, budget planners, and civil society organizations to ensure that budget decisions are informed by gender equality principles.

- **Budget analysis tools**

Budget analysis tools are used to assess the gender responsiveness of government budgets at various stages of the budget cycle. These tools enable analysts to examine how budget allocations and expenditures impact different groups of women and men, as well as to identify areas where gender inequalities may be perpetuated or exacerbated.

Budget analysis tools may include quantitative techniques such as

- ✓ gender disaggregated data analysis,
- ✓ budget tracking, and expenditure reviews,
- ✓ as well as qualitative methods such as gender impact assessments and gender-sensitive budget narratives.

By using these tools, policymakers and advocates can identify opportunities to reallocate resources, prioritize gender-sensitive programs and services, and improve accountability for gender equality outcomes.

- **Costing tools.**



Costing tools are used to estimate the financial resources needed to implement gender equality policies, programs, and interventions. These tools help policymakers and planners to

identify the costs associated with addressing gender disparities and advancing women's rights across different sectors and policy areas.

Costing tools may include gender-sensitive budget frameworks, gender-responsive planning models, and expenditure forecasting techniques. By conducting cost estimates and projections, policymakers can make informed decisions about resource allocation, budget prioritization, and funding mechanisms to support gender equality initiatives. Costing tools also facilitate advocacy efforts by providing evidence-based arguments for investing in gender equality and women's empowerment.

### 3.6.3. Gender-responsive policies and programs

These are policies and programs that have been designed and implemented with gender equality in mind. This means considering the different needs of men and women throughout the policy or program cycle, from design to implementation to evaluation.

#### **Tools for responsive policies and programs**

- **Gender mainstreaming checklists**

These are used to assess how well a project, program, policy, or initiative considers the needs and perspectives of both women and men. They help to ensure that whatever is being planned will be implemented in a way that promotes gender equality. It can also be referred to as Gender Impact Assessment.

| Limitations                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Strengths                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>• Oversimplification</li> <li>• Tick-box mentality</li> <li>• Context blindness: Checklists might be generic and not adaptable to specific cultural contexts or situations where gender roles and norms are fluid.</li> <li>• Limited scope: Checklists often focus on project design and implementation, neglecting the bigger picture of power dynamics and systemic inequalities.</li> <li>• Reliance on data: The effectiveness of checklists depends on access to quality, sex-disaggregated data (data separated by gender). This data might not always be available or reliable.</li> <li>• Expertise needed</li> </ul> | <ul style="list-style-type: none"> <li>• Structured Approach: Checklists provide a clear framework to systematically analyze projects, programs, or policies for gender inclusivity.</li> <li>• Improved Planning and Implementation: By highlighting potential gender biases or gaps, checklists help planners create initiatives that are more effective in reaching and benefiting both women and men.</li> <li>• Enhanced Accountability and Transparency: Checklists make gender considerations more visible throughout the process. This fosters accountability for integrating gender equality and allows stakeholders to track progress.</li> <li>• Promoting Best Practices: Using established checklists helps organizations learn from successful examples of gender mainstreaming and replicate those practices in their own work.</li> <li>• Training and Capacity Building: Checklists can be used as training tools to raise awareness of gender issues and build capacity among staff on how to integrate gender perspectives effectively.</li> <li>• Standardization and Consistency: Checklists help maintain consistency in how gender equality is addressed across different projects or programs within an organization.</li> <li>• Communication and Advocacy: Checklists can be used to communicate the importance of gender equality to stakeholders and</li> </ul> |

|  |                                                           |
|--|-----------------------------------------------------------|
|  | advocate for resources to achieve gender-inclusive goals. |
|--|-----------------------------------------------------------|

- **Monitoring and evaluation frameworks.**

These are structured blueprints used in project management and program implementation to assess progress, measure outcomes, and ensure achievement of objectives.

| Strengths                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Limitations                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>• Improved Performance: M&amp;E acts as a compass, guiding course correction and optimizations.</li> <li>• Enhanced Transparency and Accountability: M&amp;E Frameworks promote openness by clearly demonstrating how resources are allocated and utilized.</li> <li>• Informed Decision-Making: M&amp;E goes beyond simply collecting data; it provides valuable insights to inform future decisions.</li> <li>• Continuous Learning and Improvement: M&amp;E frameworks aren't static documents. The data collected offers valuable lessons throughout the program cycle.</li> <li>• Demonstrating Value: M&amp;E Frameworks provide concrete evidence of a program's impact.</li> </ul> | <p>Resource Intensive: Developing, implementing, and maintaining a robust M&amp;E Framework requires time, financial resources, and skilled personnel.</p> <p>Focus on Measurable Outcomes: M&amp;E Frameworks excel at capturing quantifiable data but might struggle to capture the program's full impact, particularly in areas like social change or behavior modification.</p> <p>Short-Term vs. Long-Term Impact: M&amp;E Frameworks often focus on measuring progress within a specific timeframe</p> <p>Data Quality Issues: The quality of the M&amp;E Framework hinges on the quality of the data collected.</p> <p>Overemphasis on Accountability: The focus on accountability can sometimes overshadow the program's learning and improvement objectives.</p> |

### 3.6.4. Gender Mainstreaming Capacity Building

This involves training and supporting people to understand and implement gender mainstreaming. This can include training on gender concepts, tools, and techniques, as well as support for developing and implementing gender-responsive policies and programs.

#### *Tools for capacity building*

- **Training manuals**

Training manuals are comprehensive documents designed to instruct individuals on how to perform specific tasks or processes within an organization or field. They act as a guidebook, outlining the proper procedures and steps required to complete a job or master a skill.

| Strengths                                                                                                                                                      | Limitations                                                                                                                                                                                            |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>• <b>Standardized Training: Manuals ensure everyone receives the same foundational knowledge and skills.</b></li> </ul> | <ul style="list-style-type: none"> <li>• Limited Interactivity</li> <li>• Focus on Theory</li> <li>• Outdated Information: Manuals require regular review and updates to ensure information</li> </ul> |

|                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                 |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>• <b>Improved Knowledge Retention</b></li> <li>• <b>Reduced Training Costs</b></li> <li>• <b>Accessibility:</b> Digital manuals offer 24/7 access to training materials.</li> <li>• <b>Scalability:</b> Manuals can be easily adapted and updated to reflect changes in procedures, regulations, or technology. This ensures training materials remain relevant and effective over time.</li> </ul> | <p>remains accurate and reflects current practices or regulations.</p> <ul style="list-style-type: none"> <li>• <b>Lack of Motivation:</b> Learners going through a manual on their own might lack the motivation and engagement compared to a dynamic training session with an instructor or peers.</li> </ul> |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

- **Workshops**

Workshops are interactive sessions designed to achieve a specific outcome through a combination of presentations, activities, and discussions. They focus on a particular topic or skill and aim to be more hands-on than traditional meetings or lectures.

| Strengths                                                                                                                                                                                                                                                                                                                             | Limitations                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>• <b>Interactive Learning</b></li> <li>• <b>Enhanced Problem-Solving</b></li> <li>• <b>Improved Communication and Collaboration</b></li> <li>• <b>Increased Creativity and Innovation.</b></li> <li>• <b>Targeted Skill Development.</b></li> <li>• <b>Networking Opportunities</b></li> </ul> | <ul style="list-style-type: none"> <li>• <b>Time Commitment</b></li> <li>• <b>Cost:</b> The cost of attending workshops can vary depending on the duration, location, and facilitator.</li> <li>• <b>Limited Scope</b></li> <li>• <b>Dependence on Facilitator</b></li> <li>• <b>Limited Follow-up</b></li> <li>• <b>Group Size:</b> Workshop effectiveness can be impacted by group size. Very large groups might limit individual participation and interaction, while very small groups might lack diversity of perspectives.</li> </ul> |

- **Mentoring programs**

Mentoring programs are structured initiatives that connect experienced individuals (mentors) with less experienced ones (mentees) for guidance, support, and knowledge transfer. Imagine them as a facilitated partnership where one person benefits from the wisdom and experience of another.

| Strengths                                                                                                                                                                                                                                                                                                                                             | Limitations                                                                                                                                                                                                                                                                             |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>• <b>Targeted Support and Guidance</b></li> <li>• <b>Enhanced Skills and Knowledge</b></li> <li>• <b>Increased Confidence and Self-Belief</b></li> <li>• <b>Expanded Network and Connections</b></li> <li>• <b>Improved Job Satisfaction and Retention</b></li> <li>• <b>Leadership Development</b></li> </ul> | <ul style="list-style-type: none"> <li>• <b>Matching Challenges</b></li> <li>• <b>Time Commitment</b></li> <li>• <b>Unrealistic Expectations</b></li> <li>• <b>Lack of Program Structure</b></li> <li>• <b>Mentor Bias</b></li> <li>• <b>Limited Availability of Mentors</b></li> </ul> |

- Peer learning networks

Peer learning networks (PLNs) are communities of individuals who share a common interest, profession, or goal. These groups connect and collaborate to learn from each other's experiences, knowledge, and skills. Unlike traditional models where an expert transmits knowledge to learners, PLNs emphasize a more horizontal and collaborative approach.

| Strengths                                                                                                                                                                                                                                                                                                                              | Limitations                                                                                                                                                                                                           |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>• <b>Shared Knowledge and Diverse Perspectives</b></li> <li>• <b>Enhanced Problem-Solving</b></li> <li>• <b>Improved Skills and Practices</b></li> <li>• <b>Increased Motivation and Support</b></li> <li>• <b>Cost-Effective and Accessible</b></li> <li>• <b>Lifelong Learning</b></li> </ul> | <ul style="list-style-type: none"> <li>• Reliance on Member Expertise</li> <li>• Facilitation and Structure</li> <li>• Limited Scope of Knowledge</li> <li>• Time Commitment</li> <li>• Potential for Bias</li> </ul> |

### 3.6.5. Advocacy and awareness raising

This involves raising awareness of gender equality issues and advocating for change. This can include public awareness campaigns, lobbying decision-makers, and supporting community mobilization efforts.

- **Tools for Advocacy and Awareness Raising**

Communication materials, advocacy guides, campaign tools, social media platforms (e.g. Facebook, Twitter, Whatsapp).

Social media platforms have become an undeniable force in our world, offering a range of benefits for individuals and organizations alike. Some strengths and weaknesses

| Strengths                                                                                                                                                                                                                                                                                                                                                                      | Limitations                                                                                                                                                                                                                                                                                                                 |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>• <b>Connection and Communication</b></li> <li>• <b>Information Sharing and Access.</b></li> <li>• <b>Content Creation and Sharing</b></li> <li>• <b>Brand Awareness and Marketing</b></li> <li>• <b>Education and Learning</b></li> <li>• <b>Mobilization and Social Change</b></li> <li>• <b>Entertainment and Leisure</b></li> </ul> | <ul style="list-style-type: none"> <li>• Misinformation and Fake News</li> <li>• Privacy Concerns</li> <li>• Addiction and Mental Health Impacts</li> <li>• Cyberbullying and Harassment</li> <li>• Echo Chambers and Filter Bubbles</li> <li>• Negative Social Comparison</li> <li>• Erosion of Attention Spans</li> </ul> |

These are just a few of the many methods and tools that can be used in gender mainstreaming. The specific methods and tools used will vary depending on the context, needs, and resources available. It's important to remember that gender mainstreaming is not a one-time event, but an ongoing process. It requires commitment from all levels of government, civil society, and the private sector. By using a variety of methods and tools, we can work together to achieve gender equality for all.

## Section 4: Practical Challenges and Opportunities

Successfully implementing gender mainstreaming requires acknowledging and addressing potential challenges. This section explores some of the most common hurdles encountered in Zimbabwean local governance and suggests practical solutions to overcome them.

### 4. Practical challenges and opportunities for CBOs and CSOs.



Community-based organizations (CBOs) and civil society organizations (CSOs) play a vital role in addressing social issues, empowering communities, and advocating for change. However, they also face a range of practical challenges and opportunities in today's dynamic world. CBOs and CSOs in rural areas often face specific challenges in addressing gender equality, including limited resources where rural communities often have limited access to funding, infrastructure, and services. Also, traditional norms and practices where harmful gender norms and practices can be deeply entrenched in rural communities. There is limited representation of women may be in decision-making bodies at the local level.

**Table 5: Challenges and Opportunities in Gender Mainstreaming**

| Challenges                                                                                                                                                                                                                                          | Opportunities                                                                                                                                                                                                                         |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Funding</b> - Securing sustainable funding is a constant struggle for many CBOs and CSOs. Traditional grants and donations are often limited, and competition for resources is fierce. Reliance on a single source of funding can also be risky. | <b>Technology</b> - Technology can be a powerful tool for fundraising, communication, advocacy, program delivery, and data analysis. Utilizing technology effectively can enhance efficiency, reach, and impact.                      |
| <b>Capacity building</b> - Many CBOs and CSOs lack the necessary staff, skills, and expertise to effectively manage their operations, implement programs, and achieve their goals. Building capacity requires resources and ongoing effort.         | <b>Partnerships</b> - Collaboration with other organizations, government agencies, and the private sector can expand reach, resources, and expertise. Building strong partnerships requires effective communication and shared goals. |
| <b>Sustainability</b> - Ensuring long-term financial and operational sustainability can be difficult. This includes diversifying funding sources, managing resources                                                                                | <b>Innovation</b> - Developing innovative solutions to social challenges can attract attention, resources, and support. Experimentation and adaptation are key to staying relevant and impactful.                                     |

effectively, and adapting to changing needs and contexts.

**Collaboration** - Coordinating efforts and collaborating with other organizations, government agencies, and private sector actors can be challenging due to differing priorities, power dynamics, and communication barriers.

**Technology** - Integrating technology into operations and programs can be expensive. However, not doing so can limit reach and impact.

**Policy environment** - Restrictive policies, bureaucracy, and lack of access to information can hinder the work of CBOs and CSOs. Advocating for favourable policies and regulations requires resources and strategic engagement.

## Section 5: Crosscutting Issues in Gender Mainstreaming

Gender inequality often intersects with other social and economic issues, creating complex challenges. Effectively integrating gender considerations requires acknowledging these crosscutting issues and ensuring a holistic approach to local governance. This section explores some key crosscutting issues to consider when mainstreaming gender

### 5. Building a shared understanding of the Crosscutting issues from the Gender Mainstreaming Process in Rural Local Authorities.

Building a shared understanding of the crosscutting issues arising from gender mainstreaming in rural local authorities is crucial for achieving lasting and equitable development.

#### What are cross-cutting issues?

Cross-cutting issues are those that affect all individuals and groups within a society, but often disproportionately impact specific groups like women in rural areas. Examples include:

- **Access to resources and services:** This encompasses land ownership, education, healthcare, financial resources, and participation in decision-making processes.
- **Economic empowerment:** This includes opportunities for women to earn income, control finances, and participate in economic activities.
- **Violence against women and girls:** This includes physical, sexual, and psychological abuse, exploitation, and harmful traditional practices.
- **Education and skills development:** This includes access to quality education and training that allows women to develop their full potential.
- **Climate change and environmental degradation:** This often disproportionately impacts rural communities and women's livelihoods due to limited resilience capacities.

#### Why are these issues important?

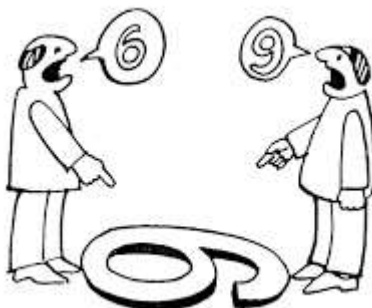
Addressing these cross-cutting issues is essential for:

| Goal                             | Description                                                                                                                           |
|----------------------------------|---------------------------------------------------------------------------------------------------------------------------------------|
| <b>Achieving gender equality</b> | Ensuring women and men have equal rights, opportunities, and participation in all aspects of life.                                    |
| <b>Sustainable development</b>   | This is a key driver of sustainable development, contributing to poverty reduction, economic growth, and improved well-being for all. |
| <b>Social justice</b>            | It is unfair and unjust for any group to be disproportionately disadvantaged due to their gender.                                     |

#### Building a shared understanding:

To effectively address these issues, it is crucial to build a shared understanding among stakeholders by understanding the specific needs and challenges faced by women in rural areas and develop policies and programs that address them by the **Government officials. Civil society organizations** play a vital role in advocating for gender equality and empowering women. At grassroots level **community leaders such as councillors and traditional**

**leaders** have a significant influence on decision-making at the local level and can help to promote gender equality within their communities. **The women themselves and their** active participation and leadership are essential for ensuring that their voices are heard and their needs are met.



**Strategies for building a shared understanding:**

- **Conduct participatory community research and needs assessments:** This allows stakeholders to gain a deeper understanding of the specific issues faced by women in their communities.
- **Organize workshops and trainings:** These can raise awareness about gender equality and equip stakeholders with the knowledge and skills needed to address it.
- **Develop communication materials:** These can be used to share information about gender equality and the benefits of gender mainstreaming with a wider audience.
- **Facilitate dialogue and discussion:** This allows stakeholders to share their perspectives and experiences and build consensus on the best way to move forward.

By working together to build a shared understanding of cross-cutting issues and implementing effective strategies to address them, we can create a more equitable and sustainable future for all, especially women and youth in rural areas.

## Section 6: Linking Resilience Building and Gender Mainstreaming

This section will seek to highlight how Gender mainstreaming and Resilience Building are used to pursuit of strong, sustainable communities. While resilience building focuses on a community's ability to withstand and recover from shocks and stresses, gender mainstreaming ensures everyone within that community has the resources and opportunities to contribute and benefit equally.

### 6. Linking Resilience Building and Gender Mainstreaming in Local Governance.

Increasingly, gender is being recognized as an important factor in planning and implementing interventions to build people's resilience. Women's workload, their limited decision-making power, and unequal access to and control over resources, prevent them from adopting effective strategies to prepare, adapt and respond to disasters and climate change. By gaining a deeper understanding of the unique challenges and experiences faced by women, Civil Society Organizations (CSOs) and Community-Based Organizations (CBOs) can significantly enhance their support for women and their communities. Integrating gender-sensitive and transformative practices into their work empowers women and youth to become more resilient in the face of climate change, disasters, and other shocks and stresses. This approach ultimately leads to a more holistic and sustainable solution by addressing the underlying causes of poverty and social injustice.

Resilience building will be stronger when it works with communities to address the relative inequalities faced by men, women, girls, and boys. Such an approach not only reduces harmful vulnerabilities, but increases the coping and adaptive abilities of individuals, households, and communities affected by shocks and stresses. When we acknowledge gender differences, gather gender-sensitive information, and integrate our findings into project design and delivery, we take necessary steps toward building resilience. When we engage men and other gatekeepers in an effort to create an enabling environment, we strengthen capacities to absorb and adapt to shocks and stresses. Additionally, when we increase women and youths' access to resources and control over income or assets, and when we boost women and youths' decision-making skills and influence within households and communities, we begin to transform the systems that entrench vulnerability. The community must account for and address gender inequality, or risk ignoring factors that intensify vulnerability for the entire population. It also risks missing those factors that would enable it to better support households and communities to become more resilient. Integrating gender into resilience efforts is a necessary step in ensuring CBOs and CSOs enhance resilience in communities and support the communities in which they work to become more productive, secure, and just.

Understanding community resilience and gender mainstreaming is crucial for building stronger, more equitable, and sustainable communities. Here's an analysis of each concept and how they interlink,

#### Community Resilience

- Definition: The ability of a community to withstand, recover from, and adapt to shocks and stresses (e.g., natural disasters, economic downturns, social conflicts).
- Key elements:
  - Social cohesion: Strong social networks and relationships that allow people to support each other.

- Economic diversity: A diversified economy that is less vulnerable to external shocks.
- Institutional capacity: Effective governance and institutions that can respond to crises.
- Adaptive capacity: The ability to learn and change in response to new challenges

### **Linking Gender Mainstreaming and Resilience Building**

- **Different vulnerabilities:** Women and men often experience vulnerabilities and capacities differently in the face of shocks and stresses. For example, women might have limited access to resources or decision-making power, making them more vulnerable to disasters.
- **Enhanced effectiveness:** When resilience efforts consider the needs and perspectives of all genders, they are more likely to be effective and sustainable. Ignoring gender dynamics can lead to programs that miss the mark or even exacerbate existing inequalities.
- **Improved outcomes:** Gender mainstreaming in resilience building can lead to quicker recovery, reduced inequalities, and a more inclusive and equitable community

### **Examples of the linkage:**

- **Early warning systems:** Including women in the design and dissemination of warnings ensures they reach all community members effectively.
- **Livelihood diversification:** Supporting women-led businesses and income-generating activities builds economic resilience for the whole communities.

#### **Case study:**

*Rural livelihoods in Kenya are affected by a multitude of shocks, such as unpredictable weather patterns, drought and animal diseases. Through a joint FAO/WFP/IFAD project aimed at empowering women in resilience building and disaster risk reduction, women were trained and equipped as community-based vaccinators to strengthen animal disease control and reduce bird deaths, thus enhancing food security with minimal inputs and little space. The project also succeeded in introducing drought-resistant seed varieties, reducing pests and diseases affecting vegetables, increasing household incomes (4-fold in some households), diversifying family diets, and increasing women's access to local decision-making structures.*

### **6.2 6.1 Understanding Community Resilience and Gender Mainstreaming**

Linking resilience building and gender mainstreaming in local governance is crucial for creating more equitable and sustainable communities. Enhancing a community's ability to withstand, recover from, and adapt to shocks and stresses, such as natural disasters, economic downturns, or social conflicts. Inclusive participation, considering diverse needs and perspectives and integrate gender considerations into all policies, programs, and activities to achieve gender equality and empower women. Women and men experience vulnerabilities and capacities differently in responding to shocks and stresses. Resilience efforts that consider gender dynamics are more likely to be effective and sustainable, as they address the needs of the whole community.

Gender mainstreaming in resilience building ensures women's equal participation and decision-making, leading to more equitable outcomes. Women often have unique knowledge and perspectives on local vulnerabilities, contributing to better early warning systems and disaster preparedness. Empowering women economically and socially fosters faster and more inclusive

recovery after shocks and stresses. Increased resources, when women have access to income and economic opportunities, they and their families have more resources to withstand and recover from shocks. This could include savings (ISALs), diversified income streams and livelihoods project (gardening).

Empowering women leads to greater involvement in community decision-making, which can result in more inclusive and effective responses to crises. Women and youth often have unique perspectives and knowledge that can benefit recovery efforts which include:

- **Stronger social networks:** Women and youth play a vital role in supporting their families and communities. When they are empowered, they can better mobilize social networks and provide essential support during times of crisis.
- **Economic participation:** When women and youth contribute to the economy, it leads to faster overall economic recovery. Their skills, labor, and entrepreneurial spirit are valuable assets in rebuilding communities.
- **Efficient resource allocation:** It has been shown that women and youth tend to reinvest a higher proportion of their income back into their families and communities, leading to more efficient resource allocation and faster improvements in well-being.
- **Reduced vulnerability:** Empowering women and youth can lead to better health outcomes, education levels, and access to essential services, which makes communities less vulnerable to future shocks and stresses.
- **Equal opportunities:** When women and youth are empowered, they can participate equally in recovery efforts and benefit from the opportunities it presents. This leads to a more just and equitable society.
- **Diverse perspectives:** Including women and youth voices and experiences in decision-making ensures that recovery plans address the needs of the whole community, not just certain groups.
- **Sustainable development:** Empowering women and youth is not just about crisis response, it's about building long-term resilience and sustainable development. By investing in women and youth, we will be investing in the future of our communities.

***Here are some concrete examples of how empowering women and youth can foster faster and more inclusive recovery:***

**Box 1: Approaches to Women and Youth Empowerment**

- **Women-led businesses:** Supporting women and youth entrepreneurs can revitalize local economies after disasters.
- **Cash transfer programs:** Targeting women and youths in cash transfer programs can ensure resources reach families most in need.
- **Skills training:** Providing women and youths with skills relevant to post-disaster reconstruction can equip them to contribute to rebuilding efforts.
- **Community leadership roles:** Encouraging women and youth participation in community leadership positions can lead to more inclusive and effective decision-making.
- **Early warning systems:** Include women and youths in designing and disseminating early warning messages, considering their specific communication needs and access to information.
- **Livelihood diversification:** Support women and youths in developing income-generating activities that are resilient to shocks and stresses.
- **Shelter reconstruction:** Ensure post-disaster reconstruction programs consider women's needs for safety and security in new shelters.

Investing in women's and youth empowerment is not just the right thing to do, it's also the smart thing to do for building stronger, more resilient communities that can recover faster and more inclusively from shocks and stresses.



- Conduct comprehensive gender analysis to understand vulnerabilities and capacities of women and men in the community and analyze which factors make women and men more susceptible to risks and shocks (e.g., economic insecurity, limited access to resources, GBV).
- Identify women's and men's strengths, skills, and resources that help them cope with challenges and build resilience
- Ensure women and youth equal representation in decision-making bodies related to resilience building.
- Allocate resources to address specific needs of women and girls in resilience programs.
- Train local government officials and community members on gender mainstreaming in resilience building.
- Support women-led and youth initiatives that build resilience at the local level.

By effectively linking resilience building and gender mainstreaming, local governance can create more equitable, inclusive, and sustainable communities that are better prepared to navigate challenges and thrive in the face of adversity.

### 6.3 7.3 Community Resilience Outcome Mapping Process.

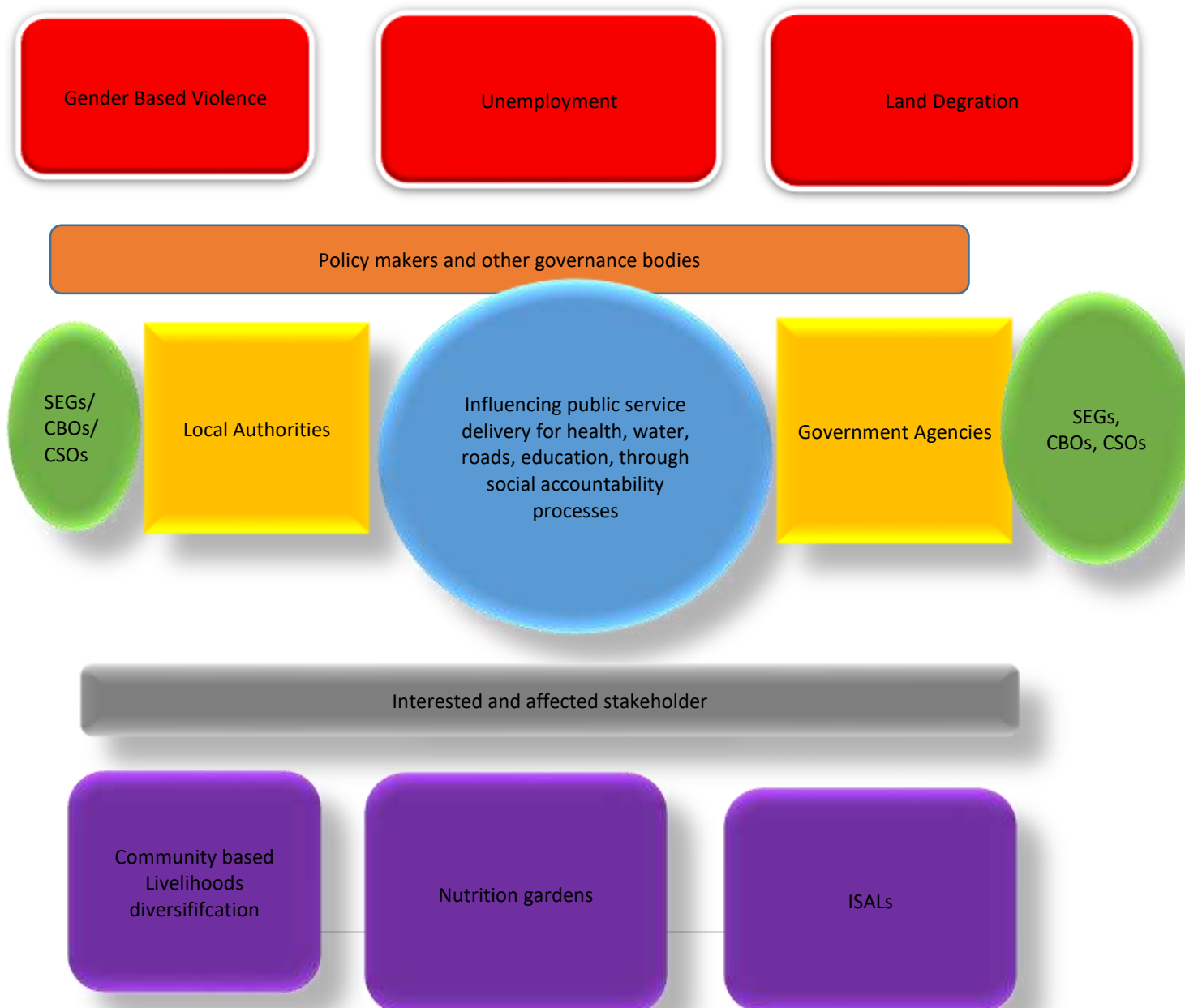
Community resilience outcome mapping is a powerful tool for understanding and measuring the impact of initiatives aimed at building stronger communities. It utilizes a participatory approach that actively involves community members in the process, leading to more effective and sustainable outcomes as illustrated in the table below:

**Table 6: Community Resilience Outcome Process**

| a) Step                               | Description                                                                                                                                                                                                                                                    |
|---------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| a) <b>Define the Vision and Scope</b> | <ul style="list-style-type: none"> <li>• Vision: Clearly articulate the desired long-term change for the community in terms of increased resilience.</li> <li>• Scope: Establish clear boundaries of the intervention and the communities involved.</li> </ul> |
| b) <b>Identify Boundary Partners</b>  | <ul style="list-style-type: none"> <li>• Recognize individuals, groups, or organizations interacting with the initiative and potentially influencing outcomes.</li> </ul>                                                                                      |

|                                           |                                                                                                                                                                                                                                                                                                                                                                                                          |
|-------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>c) Analyze Influences and Outcomes</b> | <ul style="list-style-type: none"> <li>• Conduct a thorough analysis of existing socio-economic, political, and environmental factors affecting the community's resilience.</li> <li>• Identify potential intermediate and ultimate outcomes linked to the vision, considering gender perspectives and diverse needs within the community.</li> </ul>                                                    |
| <b>d) Develop the Outcome Map</b>         | <ul style="list-style-type: none"> <li>• Visually represent the relationships between activities, outcomes, and boundary partners using symbols and connecting lines.</li> <li>• Ensure the map reflects the theory of change for how activities contribute to desired outcomes.</li> </ul>                                                                                                              |
| <b>e) Monitoring and Evaluation</b>       | <ul style="list-style-type: none"> <li>• Establish indicators to track progress towards outcomes at different levels, considering gender-specific indicators.</li> <li>• Gather data through participatory methods like surveys, focus group discussions, and community monitoring.</li> <li>• Regularly analyze data and adapt the initiative based on learnings and changes in the context.</li> </ul> |

**Resilience outcome from Murewa district:**



### **Benefits of Community Resilience Outcome Mapping**

- **Clarity and Focus:** Provides a shared understanding of goals and impacts.
- **Participation and Ownership:** Empowers community members and fosters ownership of the initiative.
- **Adaptive Management:** Enables flexible adjustments based on data and emerging needs.
- **Accountability and Transparency:** Tracks progress and demonstrates impact to stakeholders



- Ensure the process is culturally sensitive and inclusive of diverse voices within the community.
- Utilize facilitation techniques to encourage effective participation and communication.
- Consider using technology tools to support data collection and analysis.

By following these steps and adapting them to your specific context, you can implement a community resilience outcome mapping process that fosters positive change and builds a more resilient future for your community.

## Section 8: Gender-sensitive learning, monitoring, and evaluation for impact.

Gender mainstreaming is an ongoing process that requires continuous learning, monitoring, and evaluation (M&E) to ensure its effectiveness. This section highlights the importance of gender-sensitive M&E and provides practical strategies for implementation

### 8. Gender-sensitive Learning, Monitoring, and Evaluation for Impact

Gender-sensitive monitoring and evaluation is used to reveal whether an initiative addresses the different priorities and needs of women and men to assess if it has an impact on gender relations and to determine the gender aspects that need to be integrated into monitoring and evaluation systems. The inclusion of explicit gender equity objectives and indicators at the planning stage of any intervention strengthens accountability in terms of the progress made on gender mainstreaming issues. Effective gender-responsive monitoring and evaluation needs to include both qualitative and quantitative data that measure the impact on gender relationships. The gender-sensitive monitoring and evaluation system must be understood as a tool for reflection that facilitates decision-making power involving the future and the expected development, at the institutional level, as well as at the level of the project staff and participating groups. This also implies that, as a minimum, all data should be collected, presented and analyzed in a gender-disaggregated manner.

#### 6.4 8.1 What are they designed to measure?

Gender-sensitive indicators allow the measurement of benefits to women and men. There is no standard or agreed-upon method for measuring women's empowerment. Aspects of empowerment can be reflected in numbers (such as an increase in the numbers of women in positions of power), but above all, empowerment concerns women's perceptions of their own lives and experiences. Depending on the initiative, this might include:

- the impact/effectiveness of mainstreaming activities targeted to address women's or men's practical gender needs i.e. new skills, knowledge, resources, opportunities or services in the context of their existing gender roles
- The impact/effectiveness of activities designed to increase gender equality of opportunity, influence or benefit. e.g. targeted actions to increase women's role in decision-making; opening up new opportunities for women.
- The impact/effectiveness of activities designed to develop gender awareness and skills among policy-making, management and implementation staff
- The impact/effectiveness of activities to promote greater gender equality within the staffing and organizational culture of development organizations' e.g. the impact of affirmative action policies.

*By giving women and men control over the indicators, they can control their own lives and resources. Needs are identified based on their analysis, enabling them to appropriate the process and use **Gender-Sensitive Learning and Evaluation for Impact** effectively. Data development systematizes knowledge. Helps women and men to learn about their resources and enables them to control the process of change. Systematic data recording might facilitate the negotiations undertaken by women and men regarding their different interests, by encouraging explanations and strengthening their power concerning foreign groups, such as local authorities or government institutions*

### 6.5 8.3 How do they measure?

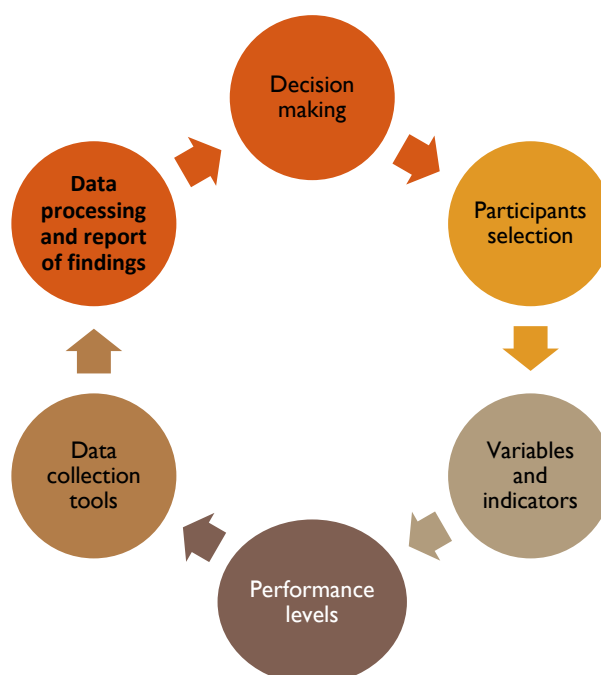
Gender-sensitive indicators need to capture both quantitative and qualitative aspects of change.

**Table 7: Gender Sensitive Indicators**

|                                |                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|--------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Quantitative indicators</b> | Quantitative indicators refer to the numbers and percentages of women and men or organizations' involved in or affected by any particular group or activity. Quantitative indicators draw on the sex-disaggregated data systems and records that have been examined during processes of policy or project planning. The availability of quantitative baseline data means that indicators usually include some element of target setting. |
| <b>Qualitative indicators</b>  | Qualitative information refers to perceptions and experiences. Qualitative information is vitally collected through evaluation surveys. Depending on the indicator, these might be questionnaire surveys reviewing perceptions and experiences of agreed indicators, or participatory methods such as focus group discussions and case studies.                                                                                          |

### 6.6 8.4 Construction of a gender- sensitive monitoring and evaluation system

Making progress regarding understanding monitoring and evaluation as a process, enables increasing the participation of the people involved in the projects, particularly in decision-making spaces, and promoting their own supervision of and control over the various agreements. To implement a participatory gender-sensitive monitoring and evaluation system, due consideration should be given to the following basic steps, which need to be adapted to the conditions and needs of each particular project.



**Figure 3- Gender-Sensitive Learning and Evaluation for Impact**

**Table 7: Gender Sensitive Learning and Evaluation for Impact**

| Phase                                                             | Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|-------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Step 1: (Re-)defining the context                                 | <ul style="list-style-type: none"> <li>• What is the identified problem to be solved by gender mainstreaming initiatives?</li> <li>• Why is it important to integrate gender mainstreaming in programming?</li> <li>• What gender and other (in) equalities are explicitly addressed?</li> <li>• Which indicators are included for tracking and monitoring gender mainstreaming</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| Step 2: Explicating the relevance to the local priorities         | <ul style="list-style-type: none"> <li>• Identify the gender mainstreaming dynamics at stake—either those already included or those that should be included.</li> <li>• Consider direct gender impacts, i.e. access to resources, such as funding, access to services, etc.</li> <li>• Indirect gender impacts, i.e. access to resources via services, institutions, structures, etc.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| Step 3: Identifying prospective gender impacts by gender analysis | <p>What is the current state-of-affairs?</p> <ul style="list-style-type: none"> <li>• How do these affect the lives of women, men, and gender-diverse individuals?</li> <li>• How do these affect knowledge? In other words, what gender mainstreaming biases are embedded in the knowledge base? For examples <ul style="list-style-type: none"> <li>○ Do the research questions represent cross-gender perspectives across genders?</li> <li>○ How are expectations, needs, and barriers framed by gender</li> <li>○ Are key terms, categorizations, assumptions, concepts, frameworks, and methods adequate to generate knowledge without implicit gender bias?</li> </ul> </li> <li>• What societal gender equality issues are at stake? How are inequalities addressed-including their roots in norms and values—addressed and how will equality be ensured? Consider: <ul style="list-style-type: none"> <li>○ Representation and participation;</li> <li>○ Access and control of resources;</li> <li>○ Gendered mechanisms, routines and structures;</li> <li>○ Gender-based societal norms and valuations;</li> <li>○ Gender stereotyping and static representations.</li> </ul> </li> </ul> |
| Evaluating prospective gender impacts in relation to design       | <p>Overall gender impacts seek to evaluate:</p> <ul style="list-style-type: none"> <li>• What harmful, reinforcing, or transforming impacts on gender norms, gender identities and gender relations are envisaged?</li> <li>• Which aspects reinforce or reduce inequalities and which promote equality concerning the status quo?</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| Recommendations for design adjustments                            | <p>Experts should provide data-driven recommendations:</p> <ul style="list-style-type: none"> <li>• To suggest a framework for how the research project can better reduce gender inequalities and promote gender equality as this intersects with ethnicity, socioeconomic status, etc. (see Method: <a href="#">Intersectional Approaches</a>).</li> <li>• To revisit the envisaged negative impacts and develop</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |

|  |                                                 |
|--|-------------------------------------------------|
|  | strategies to turn these into positive impacts. |
|--|-------------------------------------------------|

### 6.7 8.5. Linking CSOs and CBOs for Effective Monitoring, Learning & Evaluation (MLE) on Gender Mainstreaming

CSOs and CBOs play crucial roles in promoting gender equality. By linking them strategically, we can create a powerful network for effective MLE of gender mainstreaming efforts in local governance in the targeted 8 rural local authorities of Zimbabwe which is indicated in the below table which shows the Leveraging Strengths, Linkage Strategies and benefits

| Linkage Strategies           |                                                                                                                                                                                                                               |
|------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Action                       | Description                                                                                                                                                                                                                   |
| Collaborative MLE Frameworks | Develop joint frameworks for MLE that leverage the strengths of both CSOs and CBOs. CSOs can design the framework, while CBOs can provide data collection methods and local context.                                          |
| Capacity Building Programs   | Organize workshops and training sessions to equip CBO staff and community members with MLE skills specific to gender mainstreaming. CSOs can act as facilitators and provide technical expertise.                             |
| Knowledge Sharing Platforms  | Establish online forums or resource centers where CBOs and CSOs can share best practices, data, and findings on gender                                                                                                        |
| Joint Advocacy Campaigns     | Collaborate on advocacy campaigns that raise awareness about gender inequalities and promote accountability for gender mainstreaming commitments by local governments.                                                        |
| Leveraging strengths         |                                                                                                                                                                                                                               |
| CSO Expertise                | CSOs often possess technical expertise in gender analysis, research methodologies, and data collection. They can provide training and resources to CBOs on MLE practices specific to gender mainstreaming                     |
| CBO Reach                    | CBOs have strong connections within their communities and can gather valuable data on the lived experiences of women and girls. This information is crucial for understanding the impact of gender mainstreaming initiatives. |
| Advocacy                     | CSOs with strong advocacy skills can amplify the voices of CBOs and hold local governments accountable for their commitments to gender equality.                                                                              |
| Benefits                     |                                                                                                                                                                                                                               |
| Improved Data Quality        | Combining CSO expertise and CBO reach leads to more comprehensive and nuanced data on gender mainstreaming effectiveness.                                                                                                     |
| Community Ownership          | CBO involvement fosters a sense of ownership and empowers communities to track progress and hold local governments accountable.                                                                                               |
| Enhanced Policy Advocacy     | joint CSO-CBO efforts strengthen evidence-based advocacy for gender equality policies and budget allocations                                                                                                                  |
| Sustainability               | Building a network of CSOs and CBOs ensures long-term commitment to MLE of gender mainstreaming, leading to more sustainable progress.                                                                                        |

## Section 9: Continuous Adaptation of the Manual

This manual is intended to be a living document that evolves alongside the ever-changing landscape of gender mainstreaming practices and needs within Zimbabwe's local governance. This section will highlight some of the measures that will be taken to ensure the continuous adaptation of the manual.

### 9. Continuous Adaptation of the Manual

Periodic reviews of the gender mainstreaming practical guide will be undertaken, by the local CSOs, CBOs and in collaboration with the Ministry Women Affairs, Community, Small and Medium Enterprises Development. With the availability of resources, the reviews will be conducted through the support of an external facilitators to aid the process. The purpose of the systematic reviews will be to assess the degree of relevance of the gender mainstreaming practical guide to the local context in response to emerging priorities and significant changes to the environment. Some of the strategies that would be implemented to ensure the continuous review and adaptation of the practical guide are illustrated in the table below.

| Approach                                         | Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|--------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Gather ongoing feedback:</b>                  | <ul style="list-style-type: none"><li>• <b>Participants:</b> After each training session, conduct surveys, interviews, or focus group discussions to gather feedback on the manual's content, relevance, and effectiveness.</li><li>• <b>Trainers:</b> Collect feedback from trainers on their experiences using the manual, including challenges and suggestions for improvement.</li><li>• <b>Experts:</b> Seek feedback from gender equality experts and practitioners on the alignment of the practical guide with current best practices and emerging issues.</li></ul> |
| <b>Monitor emerging trends and developments:</b> | <ul style="list-style-type: none"><li>• <b>Stay updated:</b> Monitor changes in legislation, policies, research, and social movements related to gender mainstreaming.</li><li>• <b>Identify new resources:</b> Incorporate newly developed tools, case studies, and data into the manual.</li><li>• <b>Address evolving needs:</b> Adjust the practical guide to address specific gender mainstreaming challenges and priorities relevant to your target audience.</li></ul>                                                                                                |
| <b>Utilize diverse perspectives:</b>             | <ul style="list-style-type: none"><li>• <b>Include diverse voices:</b> Partner and collaborate with individuals from different genders, backgrounds, and experiences to review and update the manual.</li><li>• <b>Consider cultural context:</b> Ensure the practical guide is culturally sensitive and appropriate for the intended audience.</li><li>• <b>Incorporate real-world examples:</b> Use local case studies and stories to illustrate key concepts and make them relatable.</li></ul>                                                                           |

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