

Civil Society Organisations' Mechanisms for Women's Participation in Leadership

A ZIMBABWE SITUATION ANALYSIS

*A report to initiate the development of interventions
to empower women for CSOs leadership*

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THE WOMEN'S COALITION OF ZIMBABWE (WCoZ)

WCoZ is a network of women rights activists and women's organisations providing a central forum where women meet to engage in collective activism on issues affecting women and girls in Zimbabwe. The organisation brings together women of diverse political, social and economic backgrounds to collectively advocate and support the attainment and enjoyment of their rights. WCoZ's members work in diverse fields such as health, legal aid, access to education, gender-based violence, torture, skills training, poverty reduction, research, property rights and governance issues. The Coalition is governed by an elected Board, and is represented at provincial levels through its chapters in Bulawayo, Masvingo, Hwange, Harare, Chinhoyi, Kariba, Gweru, Gwanda, Bindura, Marondera and Mutare.

Goal

To achieve gender equity and equality through the creation of space for women and girls to collectively initiate and participate in strategies and actions that lead to their empowerment.

Vision

A Zimbabwean society where woman and girls fully enjoy their rights.

Mission

To co-ordinate women and girls for collective action through lobbying and advocacy.



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Acronyms

CBO	Community Based Organisation
CEO	Chief Executive Officer
CSO	Civil Society Organisation
FBO	Faith Based Organisation
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit (German Corporation for International Cooperation)
HIVOS	Dutch Humanist Institute for Cooperation with Developing Countries
ICT	Information and Communication Technologies
LRF	Legal Resources Foundation
NANGO	National Association of Non Governmental Organisations
NASCOH	National Association of Societies for the Care of the Handicapped
NGO	Non Governmental Organisation
SWOT	Strengths, Weaknesses, Opportunities and Threats
UDACIZA	Union for the Development of Apostolic Churches in Zimbabwe
UNDP	United Nations Development Programme
UN Women	United Nations Entity for Gender Equality and the Empowerment of Woman
WOZA	Women of Zimbabwe Arise
YETT	Youth Empowerment and Transformation Trust
ZimCodd	Zimbabwe Coalition on Debt & Development
ZimRights	Zimbabwean Human Rights Association
ZELA	Zimbabwe Environmental Law Association
ZESN	Zimbabwe Election Support Network

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INTRODUCTION AND BACKGROUND

In its truest sense, women's participation in leadership and decision making should involve the substantive and equal involvement of women in the governance of institutions (Hawker, 2007). In this research on women leadership in CSOs, this should involve leadership participation at national and community based levels, and as Hawker would go on to say, whether via elective, appointive or merited positions. Women's participation in leadership means decision making becomes beneficial to the entire country as it reflects the collaborative inputs from all members of the community without discrimination, considering that women are relational in nature.

Zimbabwe's governance structures at all levels, from village bodies to parliament and the cabinet, are dominated by men. Yet more than half the population are women. Zimbabwean women have become more proactive in pushing the agenda for a gender balance in leadership roles and were able through advocacy and lobbying to have gender equality and gender balance provisions included in the 2013 Constitution (sections 17 and 56). Although there are affirmative action provisions in the constitution, implementation and recognition of women's right to participate in decision making is still constrained and falls well below parity levels. There are women's groups and coalitions in Zimbabwe whose formation has been a knee-jerk response to the lack of equal representation and access to leadership positions. There are other organisations that were formed in response to the denial and abuse of women's human rights. Women now understand that taking a back seat in decision making has caused their interests to be left behind – theirs, their children's and those of other vulnerable groups such as people living with disabilities, and the elderly – groups which are all under women's care. Without women's voices being clearly heard and their effective participation at all levels of governance, the conditions of all these groups will continue to deteriorate.

Women vote in high numbers and were estimated to account for 54% of the votes in the recent 2018 harmonised elections (ZESN, 2018). They also bear the brunt of economic hardships, working the hardest behind the scenes and yet remaining under-represented in decision making bodies. In Parliament, they have remained in the minority even under the new dispensation. It is in this light that CSOs have a key role to play in bringing the gender provisions of the constitution to life. Prior to pushing the agenda in other public and private sector spaces countrywide, CSOs have to start by properly aligning their activities and rethinking gender provisions within their institutional policy frameworks. It is in light of this that this baseline study is being conducted to assess the leadership gender balance within CSOs in Zimbabwe.

Civil society encompasses a wide array of non-governmental and not-for-profit organisations that have a presence in public life, expressing the interests and values of their members or others based on ethical, cultural, political, scientific, religious or philanthropic considerations. For purposes of this research, the term CSOs is used to include NGOs, activists, think tanks, CBOs and FBOs. Being a subset of CSOs, NGOs therefore fit into this class.

CSOs play a key watchdog role in bringing governments to account in their obligation to ensure that equality, non-discrimination, democracy and the rule of law prevail within their territories (World

Economic Forum, 2013). Zimbabwe has a large, diverse and active CSO sector ranging from human rights groups, natural resources governance groups, residents' associations, student groups and think-tanks, to religious groups, agriculturists and trade unions. In total, they could number well over 1,000 (Lee, 2011). Top among these are women's groups. Women in Zimbabwe have generally been under-represented in leadership or decision making positions within the political, public, private and CSO sectors, hence their bid to have a robust advocacy framework and an agenda to be seen and heard. Gender has become a household concept through awareness raising but mere words do not effect transformation. A lot of work still needs to be done to achieve gender equality, especially in leadership and decision making.

This Situation Analysis report focuses on understanding the existing internal and external forces that influence governance policies, implementation instruments and mechanisms to promote full and equal participation of women in leadership positions within CSOs in Zimbabwe. The report will be used for interventions to eliminate discrimination against women in CSO leadership, to empower women to be willing and able to handle leadership demands and to achieve gender equality in CSO leadership.

CSOs around the world work to build peace and equality in communities and they play a critical role in bringing about change, commitment and to making decision making inclusive (British Council, 2016). Hence it is imperative that they be representative of the population and adhere to international principles of equality in their leadership. Zimbabwe's civil society is said to be robust, a heterogeneous community, spread across the spectrum from humanitarian charities and community-based organisations to developmental NGOs and governance-oriented civic associations (Lee, 2011). CSOs have come through difficult times, and despite that, they have been boldly vocal in challenging the authoritarian order of the regime in Zimbabwe. After working so hard, they must continue along the right path – that of gender equality.

Through empirical research it has been proven that given the necessary inputs, female leadership in most cases achieves better results. Such management makes use of a larger pool of untapped talent. Countries with increased women's participation in civil society and political leadership tend to be more inclusive, responsive, egalitarian, and democratic (Ahmed et al., 2017). When women meaningfully participate in peace processes, they can help to expand the scope of agreements and improve the prospects for durable peace. During this research, all respondents, male and female, professed full confidence in women's leadership and the reasons they gave were that women are committed to and passionate about their work, and multi-task so well that they can drive agendas on the ground.

Zimbabwean CSO leadership problems are not unique but the pace and need for changing the circumstances is the issue at hand. The following excerpt from an International Civil Society Centre blog post sums it up concerning women's failure to make it to CSO leadership:

We reviewed a number of very qualified and competent young female candidates, struggled to invite equally impressive male applicants for an interview and in the end offered the position to a very dedicated, ambitious and talented woman who wants to develop a long-term career in the civil society sector. I have met and worked with many women like her over the years at the Centre and in the civil society organisations (CSOs) we work with.

But very few of them advance to the senior management positions they aspired to take on when they start their career in the CSO sector. Looking at the leadership of the majority of large CSOs, these women never make it there. According to data from 2012, the Women Count report, women make up 68% of the workforce of the 100 CSOs with the highest income in the UK but only 25% of the most senior positions. In Germany, about 75% of the workforce are female; in CSOs providing social and care services the number even goes up

to 83%. However, only about 42% of CEOs are women, sometimes only in co-leadership with a man. Of the roughly 30 leading international CSOs we work with at the Centre, only one third have a female global CEO. The representation in boards is by no means more gender balanced. (Wolf, 2018)

This confirms what one respondent in this research highlighted – the fact that it is women who come up with ideas for the formation of a CSO after identifying a need. It is women who know and can do the work, and it is women who do all the hard work. But somehow women are overtaken by men when it comes to leadership positions. Men tend to jump onto the ship when all is set and when they realise success is imminent. The same was echoed by women entrepreneurs participating in dialogues held by the Zimbabwe Gender Commission in 2017, that men join their wives in business ventures when the venture shows signs of success, and take up the leadership and decision making role – even to the point of naming the business after themselves.

Objectives

The objectives of this research were:

- i. To identify international best practices on CSOs' governance instruments and mechanisms that support the positioning of women in decision making or leadership posts.
- ii. To map the internal strengths, internal weaknesses, external opportunities and external threats experienced by CSOs in their operations in Zimbabwe.
- iii. To assess the impact of these strengths, weaknesses, opportunities and threats on the placement of women in leadership positions within CSOs and to identify the gaps that exist between policies and practice.
- iv. To make recommendations on how women's equal participation in decision making processes within CSOs can be supported and strengthened as drawn from findings about CSOs' operational environment in Zimbabwe.

Report Structure

This report is structured in such a manner that it comments on governance procedures and structures regulating CSO operations in Zimbabwe vis-à-vis leadership. International best practices on CSO governance instruments and mechanisms that support the positioning of women in decision making or leadership posts are highlighted. The methodology used in the research is outlined in terms of target population and sampling, research instruments and data collection methods, and challenges faced in data gathering.

Research findings start with CSO leadership statistics, as the assumption is that there is male dominance in CSO leadership. An assessment of gender balances or imbalances in CSO leadership is also discussed. CSO internal governance instruments and policies for the promotion of full and equal participation of women in leadership positions are also reviewed, together with the internal mechanisms and strategies used to promote full and equal participation of women in leadership positions.

The research set out to determine the possible existence of any government or other stakeholder influence in CSOs, and so the report has a section discussing CSO/government relations. Lastly, the research sought to find out how interviewees – both male and female – viewed female leadership in CSOs.

Governance procedures and structures regulating CSO operations in Zimbabwe

Civil society refers to voluntary participation by average citizens and excludes behaviour imposed or coerced by the state. It is commonly viewed as space that allows for associational life for individuals and groups outside state control. CSOs are groups with expertise, capability, skill and proximity to the intended beneficiaries of development even down to grassroots levels (Safaids, 2012). CSOs in Zimbabwe enjoy space that is free from government or any other stakeholder influence as regards recruitment or promotion procedures for staff at all levels, and even the recruitment of board members. Therefore, the failure or ability to have gender equality in leadership positions is entirely up to each CSO's governance structures and its regulations.

The downward spiraling of the Zimbabwean economy from the year 2000 led to social disintegration and gave rise to an increased number of CSOs. Opportunities for their work presented themselves and there was more available space than had been previously the case. CSOs became more important, but there was a tendency of some to adopt elite lifestyles and become alienated from those on the ground (Safaids, 2012). They also became donor dependent, a problem still faced to this day. Donor funding, where there are prescribed activities set down as a condition upon which funding is accessed, can be a problem if it leads to loss of focus. One male respondent actually accused his male counterparts of being driven by greed and not necessarily having a passion for the issues at hand. He lamented that CSOs are based on well-structured goals and objectives, brilliant position papers, and programmes that are well set out and run for as long as funds are made available by donors. Non-funding leads to the death of the programme. A very good programme beneficial to a community can be terminated at a time it is needed the most. Generally speaking, most CSOs in Zimbabwe have no solid sustainability plans to guarantee programmes' continuity for the benefit of communities. He attributed this to a lack of passion and dedication, which characteristics he said were strong in women who unfortunately were not adequately resourced to initiate the sustainability debate.

CSO Registration in Zimbabwe

CSOs in Zimbabwe are governed by the Private Voluntary Organizations Act (Chapter 17:05), and fall under the Ministry of Public Service, Labour and Social Welfare. Registration is done through the Department of Social Welfare. CSOs can also be registered as Trusts in terms of the Deeds Registries Act [Chapter 20:05], which allows the Registrar of Deeds to register notarial deeds. Trusts are dealt with by the Department of Deeds, Companies and Intellectual Property, which is administered by the Ministry of Justice and Legal Affairs (NANGO, 2013). Trusts typically have unlimited objectives which are often intended to benefit an identifiable constituency. Organisations can also operate as unregistered voluntary associations or organisations, known as 'universitas', in terms of the common law (NANGO, 2013). These entities have members, a constitution and activities that are entirely for the benefit of their members. Such an entity is excluded from registering under the PVO Act.

Requirements for a Zimbabwean CSO formation:

- i. Completing a registration form which can be purchased from the Ministry of Labour and Social Welfare in Harare or its district/provincial offices. The form requires information such as the name of the NGO, its objectives, names of first members, CVs of the board members, constitution, etc.

- ii. After handing in these documents, a notice will be published inviting any objections to the registering of the NGO.
- iii. If there are no reasonable objections made within 21 days of publishing the notice, the application is submitted to the PVO Board for consideration.
- iv. The application may be rejected or accepted for registration. The whole registration process can take between three months and a year due to the complex registration process and the long waiting list in the Department of Social Welfare (European Union, 2014).

International best practices on CSO governance – instruments and mechanisms that support the positioning of women in decision making or leadership positions

It is important to have both quantity and quality in the women taking part in governance of CSOs. Studies have revealed that increased women's participation in leadership has resulted in greater economic benefits and more sustainable conflict resolution processes. It is important to raise women's engagement in leadership by raising their awareness of opportunities available in leadership and in building confidence and skills.

NGOs have been a very strong driving force behind the increase in the number of women leaders in various spheres. They have achieved this through linking local campaigns to global actions and trends. The United Nations have set the minimum international standards such as the Beijing Platform for Action, the International Covenant on Civil and Political Rights, and the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW). There are also regional instruments such as the Protocol to the African Charter on Human and Peoples' Rights and the SADC Protocol on Gender and Development, as well as regional instruments for gender equality.

An International lobbying mechanism success example of Albania

A UN Women online publication gives the following example, which is included here to prove that women have mechanisms they can employ to drive agendas such as that of pushing for inclusion in decision making:

In Albania, UN Women helped mobilize grassroots women and civil society organizations to develop community-based scorecards. Nearly 2,000 people across seven regions—90 per cent of whom were women—participated in rating how well their communities are doing in involving women in public decision-making, stopping gender-based violence, advancing women's economic well-being and providing social services. The scores were typically low, averaging between one and two on a scale of five, indicating just how little has been done to stop pervasive gender discrimination.

With concrete evidence in hand, women got involved in the 2011 municipal elections, announcing they would not vote unless candidates agreed to act on their concerns. In the city of Shkodra, they individually met each candidate for mayor, and the winner signed the Agreement of Women. Based on key scorecard findings, women could guide future municipal council plans and decisions, with specific commitments to expand women's employment options and improve services for domestic violence survivors, among other issues. In Elbasan, circulation of findings to the media drew an immediate reaction from political parties, whose electoral platforms subsequently reflected women's demands. The newly elected mayor similarly signed a pledge to respond to scorecard findings through local planning. (UN Women, n.d.)

An example from Canada

Most large CSOs in Europe, the USA and Canada have mainstreamed gender issues across all their work with very impressive results for women's empowerment. Organised efforts of women's groups have yielded the much needed results that this continent can look to. More than one hundred organisations across Canada came together to ask federal party leaders to commit to a debate on women in the then upcoming 2015 elections.¹ The women succeeded in their call.

Germany

GIZ forms part of the civil society in Zimbabwe as an NGO, although Germany has no bilateral agreements with Zimbabwe. This is what they have to say about their women leaders:

The equality of women and men within GIZ is an integral part of our corporate culture. We also provide our partners with advice on gender issues. ... Back in the early 1990s, our predecessor GTZ was one of the first major companies to appoint a Gender Equality Officer. At that time we also began reporting regularly on the opportunities open to women and men within the company.

GIZ's in-house regulations are closely aligned with the German Federal Gender Equality Act, although they have been modified to fit the specific structure of our company. Gender equality plans, combined with measures to improve work-life balance – for our female employees in particular – and our modern talent management system, are having a major impact.

Today, over one third of all GIZ managers are women. Women account for around 50% of our executive managers, one tier below the Management Board. Our systematic efforts to encourage young women to pursue a career within the company are producing results, but we still have a long way to go in domains that have hitherto been traditional male preserves, such as the energy and climate sectors.²

METHODOLOGY

Key aspects sought

The research sought to find out the gender aggregation of CSO leadership, managerial staff and boards. Also sought were gender guiding policies for employment and promotion, and mechanisms within CSOs for encouraging women applicants and promotions to senior levels as well as other governance instruments. The research also questioned whether stakeholders, be they the government or funders, have any influence in the setting up of boards or in the appointment of CEOs.

Target population and sampling

Sampling of CSOs was based on the November 2017 list of 114 CSOs (see Appendix 1) that jointly petitioned the constitutionality of the change of government in Zimbabwe. Due to resource and time constraints, they could not all be interviewed. The research therefore attempted to capture views across the diverse groups, i.e. women's groups, men's groups, international organisations, youth groups, human rights groups, residents' associations, religious groups, disability groups and CSO coalitions, access to justice CSOs, land and environmental rights groups and a civic rights group.

1 Report available at: <http://www.vancouverobserver.com/news/100-organizations-ask-federal-part...> accessed 10/18/18.

2 Available on https://www.giz.de/en/aboutgiz/gender_equality.html

Research instruments and data collection methods

For the effective collection of primary data, there was need for in-depth desk research, looking through the various NGO websites to establish the key aspects noted above. The desk research would also reveal if the CSOs make public their governance instruments and policy documents and if they report achievements in terms of gender parity achieved through organisational mechanisms.

An interview guide (see Appendix 2) was drafted and was used to interview CSO management staff where possible. It was important to gain first-hand information from both male and female CSO leaders or management staff and to get their recommendations. Some interview guides were circulated via email after the research team had failed to have face-to-face contact with key informants. A few were responded to. An attempt was made to have telephonic interviews but those were not fruitful.

Challenges and constraints

The time period that was earmarked for the study was short, so the majority of the CSO views were not canvassed. Resources were inadequate to take the research into all provinces and down to the grassroots. The research also fell within a period when most CSOs were busy with programmes to be reported on before year end. It was difficult getting hold of management staff. The country was also facing fuel shortages, so the team was unable to travel widely.

FINDINGS

Sex and gender analysis

Gender is a social construct that needs to be interrogated. There are people born female, but who physically, intellectually and otherwise fit snugly into the male gender social construct. The mix of male and female leadership despite the type of programme being run by a CSO is essential. In leadership, it is perspectives and opinions that matter, based on backgrounds, education and experiences, not sex or gender. The merging of both sexes in CSO leadership can lead to progress that benefits everyone. Women know more about what men need as they have always taken care of men, and men need to hear women's perspectives if they are to help solve their problems. One gender alone will not accomplish the gender discrimination task. This is an agenda that all must be involved in as both male and female groups need to realise.

Zimbabwean CSO leadership statistics

CSO	Management Staff		Board Members	
	No. of males	No. of females	No. of males	No. of females
GIZ	Board and Management staff external			
Harare Residents' Trust	2	1	3	2
JCT	1	6	1	3
LRF	0	7	6	2
NANGO	1	2	7	3
PADARE	1	2	4	0
UDACIZA	4	3	16	1
UNDP	4	4	Board external	
WCoZ	0	3	0	7
WOZA	0	5	0	12
YETT	2	2	4	3
ZELA	2	0	3	2
ZESN	2	2	8	3
ZimCodd	2	1	8	8
ZimRights	7 total (no gender breakdown)		22 total (no gender breakdown)	

Assessment of gender imbalances in CSO leadership

Most NGOs which are not women's groups are led by men. In some cases, a woman may be in the forefront but merely as window dressing. Even in student representative councils, male leadership dominates, and by large margins. Children and youth groups tend to be led by women. One men's group has involved women in management positions that have nothing to do with their programming, namely the monitoring and evaluation, and communications portfolios. NGOs that are exclusively women's and men's groups felt strongly against involving the other sex in their programming, particularly in their leadership. Both groups felt that their messages could only be delivered by the gender they represented. Women's groups were strongly against employing men, citing problems they had encountered in the past when doing so. If men are employed within the CSO, it is often at driver or messenger level. The desire to involve men at management level may be there, but it has been experienced that as soon as they were on the NGO board, or in management, they would start dominating, and it would take strong and confident women to deal with them.

A female manager within a male civic group noted that the men's group was formed to address a change of attitude in men towards gender, but that without even a single female board member there were bound to be omissions – women's involvement at board or senior management level would be essential to articulate the negative attitudes of men that are a problem to women. This goes to show that a CSO can actually run programmes and fail to get to the gist of the matters simply due to gender discrimination. A faith based organisation also reinforced this point, noting that men are moulded by

women in their upbringing and often in the total absence of father figures. He meant that men must appreciate that women are as intellectually sound as men are and in some cases exceed the intellectual capacity of men, because if they weren't, then men would not be who they are. Very often men in decision making positions get their ideas about how to solve problems they face in offices through discussions with their wives back at home. Very few of them publicly acknowledge this fact. Women are quick to come up with workable solutions to challenges and it is experience that has taught them. They make many decisions in their daily lives that go unacknowledged and unappreciated.

CSO Internal governance instruments and policies for the promotion of full and equal participation of women in leadership positions

All of the 17 CSOs under review have governing instruments and policies that speak to gender balance. The imbalance in exclusive groups is explained as mentioned above. Some of the governance instruments and policy documents were mentioned while others were available. These included the following:

- Gender policies
- Employment policy
- Sexual harassment policy
- Human resources policies
- Staff handbooks
- Trust deeds
- Codes of conduct
- Constitutions

These documents have their foundations in funding partner influences or compliance requirements. Some were initiated by the CSOs and have been developed over time. Some were borrowed from well-established NGOs after which they were tailored to suit a particular CSO. Some came out of strategic action planning workshops, and some out of consultative processes involving all stakeholders, including staff members.

Some international partners interviewed have been and continue to be doing a lot of work around assisting CSOs develop their policy documents. They have governance as one of their major programmatic areas and it is through this that they assist CSOs to develop sound policies.

As regards the efficacy of governance instruments and policies, development partners lamented the fact that their research papers were not being used, but merely shelved. Zimbabwe was said to be lacking a culture of implementing governance and policy instruments. Even in instances where CSOs were assisted with implementation programmes, there remained a huge weakness in bringing instruments to life. Part of the problem is that there is no policing body which can render CSOs accountable to their own instruments.

CSO constitutions say little about gender issues, rather setting out the goals of the organisation, and the functions of office bearers. Constitutions for women's groups may not have anything to say about men, as their goals are around achieving gender equity through the creation of spaces for women to meet, share information, monitor and evaluate women's achievements.

The Youth Empowerment and Transformation Trust has introduced paternity leave, hitherto almost

unknown in Zimbabwe. An extract from their staff handbook states that paid maternity leave shall be granted in accordance with the provisions of the Zimbabwean Labour Act (Chapter 28:01) including the breastfeeding hour provision. The paternity provision says:

YETT shall award two weeks' paternity leave for all its male employees, when the baby has been delivered. Provided that paid paternity leave is granted for a maximum of three times with respect to his total service to YETT and that the employee must have served three (3) months of his first contract with YETT.

This is a great stride ahead in terms of attaining gender equality if it is to reach leadership level. The 2017 Zimbabwe Gender Commission forum dialogues revealed that so much attention was being given to girls by the women's groups, and the gender movement in general, that young men were now being discriminated against. This agenda has to have men getting some benefit or recognition if they are to cooperate.

Of the 17 CSOs researched, seven keep their policy documents as a protected preserve of the organisation. Only one has them on its website. International organisations do not have a problem publicising policy documents on their sites. We found cases within CSOs where policies existed, were known and implemented, yet they had not been formalised. Gender policies are especially useful in addressing the disadvantages women face and are essential in making it possible for women to work and lead effectively.

Internal mechanisms and strategies to promote full and equal participation of women in leadership positions

Many women's groups stated that they have leadership and empowerment development programmes within which women are trained. They make use of development partners to achieve the training. The capacity building sessions included imparting leadership skills, grooming and etiquette training. One particular CSO, the YETT, was creative enough to do the training or discussion at convenient times and places for women. They identified that women are found at water wells or at dams; this is where the CSO goes to sit and talk to women as they perform their gender roles, for example laundry. Their workshops also provide carers, so that women can bring along their babies. One of the biggest problems women have, in rural as well as urban areas, is mobility. The timing of meetings can also be problematic, for example early in the morning or in the evenings and around mealtimes is when women generally have caring duties.

The church is another space frequented by women, hence women's groups are often addressed there. Some churches are open to guest speakers coming to talk to women about leadership. If possible, all churches should be encouraged to open up platforms for such discussions.

Some CSOs without adequate capacity to run training programmes for women stated that they lean on stronger women's movements for training sessions and workshops. A religious CSO admitted that they do not have the training capacity and skill level to deal with women's specific needs and issues as they are predominantly male led. For this reason, they initiate training programmes by employing specialist services from other women led CSOs. One such programme was named 'Increasing Girls access to Transforming Education', for which they managed to get a development partner. The reason for choosing the training for girls was to capture them young so that they grow up with open minds and knowledge of potential life and career choices. A women's advocacy group mentioned that there is now a transfer of skills from the CSO to non-members as a deliberate move to make sure that more

women are capacitated through the knowledge flow emanating from their training workshops. They encourage women to go out and share what they have learnt.

A hurdle identified in these capacity building initiatives was the heavy reliance on external funding, coupled with their sporadic nature. The funders would often have specific targets which may not focus on critical issues such as governance and the capacitation of women to participate in governance issues. Programmes would run for very short periods, and funding would end at a time progress was starting to take shape. One serious impediment to sustained progress in capacitating women is the time gap before funds are secured to continue the training programmes. As result women become disillusioned and lose interest, and possibly forget what was learnt.

Statistics were not provided regarding intervention strategies, mechanisms and implementation initiatives, but some CSOs realised an increase in reports of sexual offences which they attributed to awareness. A faith based CSO mentioned that women are no longer afraid to report abuses happening within their member churches, especially in the areas where these training programmes were carried out. This is in direct relation to women's participation during capacity building interventions. If such results can be achieved by a religious group, it suggests that a cultural shift is possible. These women are now bold enough to report abuses, which was previously unheard of, and can go on to build the confidence to become leaders.

A youth based organisation spoke of having equal participation of males and females in the leadership and entrepreneurship programmes they offer and were glad to find that more females were applying to participate. CSOs were happy to report that women are to a greater extent able to assert their rights. Women were generally said to be now opening up, speaking their minds and freely expressing themselves without the fear that the older generation holds. There are some very forceful women parliamentarians today, although the women holding the 60 reserved seats are still relatively silent due to previous harassment by men whenever they attempted to speak. These are the same women depended upon to sit on CSO boards. If women are to make it into CSO leadership, they must be able to command a room that is predominantly male in membership. The forceful women's voices are now being heard and they complain when discriminated against. More women are at last starting to appreciate that they are no longer in positions just to make up the gender numbers, but are there to do the work and to produce results.

CSO/Government relations

Developmental organisations which work on non-political issues such as gender equality, trade justice and service provision declared a healthy and very close working relationship with government departments and stated that they are appreciated by government. This is because they make the work of various ministries more meaningful. They bring in funds to action government programmes in line with CSO mandates. The CSOs have found that their inputs to policy issues have always been welcome, thus their influence on government policy makers has been critical in setting a national framework in which development can thrive.

Where CSOs advocate and demand accountability and respect for rights from government, relations are hostile. This is especially so for advocacy organisations and social movements which previously have received government threats. Some international organisations have no bilateral agreements with Zimbabwe, so they operate with leadership stationed in neighbouring countries. Some CSOs have been cautious over the years – praising the government where it is due and critiquing circumspectly where

there are problems. This has been difficult for them and they are watching the new dispensation to see if it requires the same approach.

These relations, whether good or bad, have had no effect on CSO board or management recruitment. Judging from the interviews, CSOs have met no government hurdles or influence in terms of attaining gender equality in leadership. They say it is a safe space for CSOs to take action. The research also revealed that CSOs do not have any other stakeholders who influence their leadership positions. All CSOs spoken to were comfortable to say that recruitment, promotions and board selections were purely internal processes, and were safely under their control.

A contradiction between theory and reality? Interviewees' confidence in female leadership

Despite the fact that CSOs are male dominated, all interviewees, including men, indicated strong confidence in female leadership. They stated that women are generally hardworking, committed to duty, honest and not prone to corrupt tendencies. Women were said to be reliable, with a unique multi-tasking ability resulting from the many tasks they have to undertake in their homes, as wife, mother, carer, cook, nurse, counsellor, disciplinarian, food provider and, more often than not, labourer. Women were said to be result oriented and always delivered as leaders. Their deliverables were said to be of high quality because they pay attention to detail and follow the rules, unlike men, who were said to be more likely to take short cuts, which often came back to haunt the whole organisation. Women leaders were said to be passionate about their jobs with an ability to push whatever agenda was on the table.

What was however a drawback, was that women in leadership tended to lose their femininity and take on the assumed characteristics and roles of men. Interviewees indicated that they wished women would remain feminine in their leadership role; remain compassionate, caring, considerate yet still be strong, professional, objective and functional. Women were also generally said to be lacking assertiveness, especially in lobbying and advocacy roles. Women were said to be good at community level programming. A community based women's group was of the impression that when women lead, they tend to divorce themselves from everyone and hold back. Women were also said to be prone to being disturbed by issues such as internal disputes, and being disrespected in work.

It is an unfortunate contradiction that an assertive woman is condemned yet an assertive man is praised. As a result, women do not know how to navigate the stereotype and this could be a reason why then tend to shun leadership positions. Arguably, legal frameworks by which women may assumed leadership positions are in place; the challenge is how to encourage women to actively embrace these opportunities when they arise?

Key Findings

From discrimination and violence to a lack of support and resources, women face countless challenges to participation in the civic leadership of their countries. The findings listed below emanate from general discussions held with interviewees, from previous research done and from desk research.

- Women are unrecognised, marginalised and undervalued, and yet their CSO work is very significant. They are frequently excluded from dialogue that entails decision making.
- Women civil society leaders and activists are subjected to intimidation and harassment, particularly in societies where they are playing non-traditional roles (Peace Women, n.d.). i.e. leadership spaces are not safe and men often seem to deliberately elbow assertive women out.
- Women bear many family responsibilities and therefore remain in low- to mid-level positions. They are unwilling to take up major responsibilities where the work calls for long hours away from home.
- Male Board members and CEOs tend to recruit and promote other men to work with them or succeed them. They form boys' clubs in which they discuss business at odd hours in pubs, and at other places away from home. They have the resources to do this. Women would rather use every cent they have on the upkeep of the family.
- Women hesitate to take on formal leadership roles because of their own prejudices and doubts, whether they are ready or well-equipped enough. They lack confidence in themselves and in their abilities (Wolf, 2018).
- Women face a lack of public and social support for CSO leadership.
- The obstacles in the way of women taking up leadership roles in CSOs include entrenched traditional views, lack of confidence, lack of financial means, lack of capacity building opportunities, lack of access to information, lack of exposure, gender discrimination, division on ethnic lines, violence, and intimidation (Hawkey, 2007).
- Women lack access to information and communication technologies; these have been used to attack women in the limelight, but on the other hand can be used to raise awareness of women's ability to lead and to organise campaigns for advocacy.

DATA INTERPRETATION THROUGH A SWOT ANALYSIS OF CSO OPERATIONS IN ZIMBABWE VIS-À-VIS WOMEN IN CSO LEADERSHIP

CSO internal strengths

- CSOs are open to networking and exchanging information internally and externally. They are freely able to create networks and encourage civic participation either on their own or through other organisations with active citizen participation.
- CSOs are think tanks, and thus have capacities to influence both CSO and government policies that will promote and achieve gender equality in CSO management.
- CSOs are better equipped than state institutions with communication opportunities. They can interact with any international bodies for best practices and with beneficiaries for implementation.
- CSOs understand the sensitive nature of the gender and leadership issues among Zimbabwean communities.
- CSOs have been successful in promoting the value of women nationally; gender awareness has improved throughout of the country.
- Well targeted activities of CSOs are likely to succeed in attracting citizens' support, especially training for women's leadership development and confidence building.
- There is active cooperation between the government and CSOs in developmental issues such as gender equality.

CSO internal weaknesses

- Cooperation between CSOs and the more captured (i.e. less independent) media is often counter-productive for women's participation in leadership. Issues involving women in leadership are negatively portrayed.
- CSOs have not been able to widely publicise success stories about gender equality and women's rights; to the general public it may seem as if there is a lot of noise around women's issues but nothing tangible is coming out. This has an adverse effect on women aspiring for CSO leadership.
- Civil society actors do not see the linkages between the male dominated CSO leadership and its negative consequences.
- CSO funders want immediate results rather than actions that lay the ground for sustainable solutions. CSOs do not have sustainability plans for such ongoing programmes for women in leadership but rely on external funding. Consequently, the training programmes that are run for women tend to be disjointed; momentum is often built and then suddenly lost.
- The social context and founding backgrounds from which CSOs could draw resources and support for women leaders both at community and national level remain challenged by the continuation of governance systems that are dominated by men.

A Zimbabwe Situation Analysis

- CSOs need to improve their capacities and understanding of appropriate policy mechanisms, and how to use them.
- The lack of coordination among CSOs in terms of building and supporting women's leadership initiatives negatively affects efforts to improve the opportunities for women to be more effectively involved in leadership at all levels.
- A key challenge confronting Zimbabwe civil society is maintaining its autonomous existence. Civil society needs to be less dependent on international donors if it is to enjoy meaningful autonomy in terms of crafting its own agenda.

CSO opportunities

- There has been an upward trend in state actors' willingness to cooperate with CSOs with the coming in of a new dispensation in Zimbabwe.
- Technology has created opportunities for citizen expression both online and offline. This can offer citizen participation and involvement in the debate about CSO governance processes.
- Social media have helped citizens to voice their opinions. The power of social media can help in calling leaders to task and demanding gender equality in management and decision making.
- Despite the fact that CSOs are male dominated, all interviewees, including men, indicated strong confidence in female leadership.
- There is a growing consciousness as regards human rights and women's rights.

CSO threats

- The withdrawal of foreign funding threatens the sustainability of CSOs involved in training women for leadership and decision making.
- National instability and insecurity may threaten those programmes that assist women in leadership.
- Suppression of the free flow of information on social or other media that assist women access information essential for confidence building required in decision making.
- The continuing brain drain and demobilisation of skilled, professional, talented and experienced women role models and think tanks as well as male champions essential for pushing the agenda of having women leaders in CSOs.
- Difficulties in accessing local and foreign currency for programmes.

CONCLUSION

Traditional and cultural barriers that are entrenched within the Zimbabwean society still rear their head at women as they are faced with opportunities to step up into leadership. Social norms and attitudes against women as leaders and decision makers still remain a stumbling block for both women and men alike. Women need strong social and family support to overcome this and very few women manage to break through the barrier with or without the support. An interesting finding that emerged is that the few powerful women in Zimbabwe who have broken the traditional and cultural barriers to being bold, courageous, and vocal, are confronted with barriers based on political, religious or regional lines. These women need to come together to map a way forward to achieve the all-important goal of taking women up to leadership positions. There are great benefits to be reaped from having women in decision making positions as local role models to help build local capacity.

Major threats for women stepping up to leadership positions are violence and intimidation by other, frequently male, contenders. They also are faced with feminised poverty that places economic barriers in their way as they often have many dependents, and so are unable to invest in themselves in terms of self-development for new roles. The media is used to attack women leaders instead of promoting and positively publicising them. Positively, the media and ICTs can be used to publicise the achievements of women leaders. Concerted efforts must be made to protect women to ensure that threats to their security do not impede their participation in leadership and decision making. Threats to their families are threats to them and this is a tactic known to really stop women in their endeavors. Women will drop everything to protect their innocent children and people they care for if their leadership role means a threat to their security. All these are forms of violence against women, which hinder their reaching leadership goals.

Women need support in their career development so as to acquire the requisite skills and qualifications. This support can come in the form of organisational policies which enable women to tackle both their care-giving and managerial roles; for example, letting women start work at 9.00 a.m. so that they can do the school runs, or allowing them to work from home for one or two days a week, or having day care centres in the workplace. Work conditions and organisational culture within CSOs must allow women to thrive as much as men.

It was also brought up that women leaders work far too hard to get the respect and recognition they feel they deserve as leaders, and this effort often then throws them off the rails. There needs to be additional support, psychological or otherwise, to assist them to lead and remain proud to be women.

Recruitment, retention and promotion processes are well taken care of by governance instruments within CSOs; it is the implementation and the policing that is lacking.

CSO leadership entails touching base with communities whilst managing administrative tasks. It is essential to improve infrastructure to allow programme activities to reach each and every part of Zimbabwe if CSOs are to record success. Advocacy for women empowerment must reach every community as talents lie untapped in inaccessible areas. Relevant authorities need to be lobbied to improve roads, IT, telecommunications and broadcast equipment, energy supply and other essential services to bridge the rural-urban gap. The inaccessibility of certain areas results in the CSOs carrying out similar activities to each other in the same places, and some community members are now known to be working full-time on CSO activities .

RECOMMENDATIONS

1. CSO collaboration

NANGO needs to be empowered to play a role in recommending CSOs for initial registration and, where the need arises, for re-registration. It needs to be able to monitor CSO activities in order to assess whether they are complying with their initial objectives as well as with national, regional and international statutes on gender equality.

It is important that there be an umbrella body in the country that all CSOs are affiliated to by regulation and whose board is representative of its constituents. NANGO is already in existence, and should take up this role if possible. It has the support of many CSOs and was instrumental in drafting the CSO bill. It can provide a reference point for capacity building initiatives for women in leadership and make sure that activities are well co-ordinated, without redundancy and without overburdening communities with an influx of different CSO players with the same agenda.

It is recommended that the issue of gender parity in NGO leadership be pushed by an umbrella body, rather than a woman's group, so that it is not neglected. All CSOs need to be involved in this discussion and need to be represented. It would be the umbrella body's mandate to advocate for and facilitate capacity building for women to find their place in CSO leadership. The body must also mobilise funds to assist CSOs to capacitate their leadership in meeting gender parity.

2. CSO capacity building through setting up a Zimbabwean women's leadership institute

Most countries have women's leadership training institutes, although their mandates may vary. An example from Australia is one which exists to catalyse and inspire innovative partnerships, action and system-changing solutions to achieve gender balanced representation in the country. The institute is dedicated to breaking through the barriers of unconscious bias, and cultural and structural issues to ensure equality of opportunity for women to attain leadership positions. A New York based leadership institute exists for women who are preparing for higher education senior leadership positions and is designed to engage women in dialogue regarding the complexity of issues facing higher education.

Zimbabwe can come up with its own such institute, designed to train woman for leadership positions in any sector. The institute, which could be linked to a university, should be able to offer both long and short courses and should cater for training at grassroots levels. It should also be mobile, in order to reach the woman where she is. It will ensure that capacity building training for women in leadership will be thoroughly done from start to finish, and will solve the problem of having programmes running briefly and being abruptly stopped or cut due to funding problems.

The institute could service all forms of gender training, and services such as counselling and engendering other institutions that impact women's lives, such as media houses. Training courses could include career elevation tools and behaviours necessary for leadership positioning, professional imaging, making the work environment progressive, confidence building, managing stereotypes and negative bias, managing organisational politics for positive results, and overcoming challenges for workspace teams. The institute could create sessions for girls that can be held in schools or at holiday camps.

3. Zimbabwe women skills database

WCoZ, as a national network of women's rights activists and women's rights organisations in Zimbabwe, is being called upon to set up a women's skills database. A call will be publicised and women who feel they have something to offer to their nation can have their details captured. Details should include educational qualifications, languages spoken, skills, experiences, abilities, background, etc. Women can include in their information what skills they feel they need to learn, or have refreshed. This database can assist to get women to cross social, cultural, political and educational boundaries and focus on what is important – capacitating a woman for CSO leadership. The research revealed how women fail to work together because they are unable to cross certain boundaries, especially the political one. The database should be able to list the most powerful and influential women and sit them at a round table to talk about the issues bedeviling the CSO space and come up with solid resolutions for a way forward. This can also be used for a mentorship programme so that women can learn from one another.

4. Involvement of men

The involvement of men, who are state leaders, community leaders, religious leaders and cultural gatekeepers, should be strongly explored through reorientation as some men suggest that they discriminate purely out of ignorance. Men say they do what they learnt from their fathers and there is a need to break this cycle by involving them in women's programmes. Patriarchal norms may begin to change. Men need to be properly equipped to understand terms such as sex, gender, social exclusion, and gender stereotyping. As a result, there is bound to be a better understanding of the need for women in decision making positions.

5. Setting up information centres in communities

For many communities in Zimbabwe, particularly rural ones, obtaining information is a serious challenge. Information centres could be established at the residence of community leaders in rural areas or at local libraries in urban areas where communities can obtain information and news. Materials can include the constitution in all languages, informative pamphlets, legal advice literature, telephone numbers and directories of service centres, and daily newspapers. The centres could also provide internet access. The Universal Service Fund, collected by telecommunications operators, could be explored for setting up centres throughout the country as a community service.

6. Gender and leadership inclusion in curriculum

Other general recommendations include the incorporation of sex, gender and leadership skills to be incorporated in Zimbabwe's curriculum from the onset of Early Childhood Development. The general feeling is that the damage has already been inflicted on the women who are currently enjoying their working life. The solution lies in breeding a new generation of emancipated girls who become emancipated women.

7. Constitutional amendment

A constitutional amendment is needed, as Section 17 on gender equality does not bind CSOs or the private sector legislatively; it applies only to state institutions.

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APPENDICES

Appendix 1 – Research Interview Guide

This questionnaire aims to collect data that will feed into a situation analysis of CSO governance instruments and mechanisms in place to promote full and equal participation of women in leadership positions. Data will be analysed and recommendations drawn from the findings. This will thereafter facilitate the identification of capacity strengthening initiatives, strategies and interventions for CSO leadership to be gender balanced.

1 Name of interviewee (optional) _____

2. Current position in CSO _____

3. Period in that position _____

4. Previous positions held within same CSO or others within CSO sector and periods

5. Does the CSO have a functional board? Yes No
- a. What is the gender composition of board? ____ Male ____ Female
 - b. What is the gender composition of managerial employees? ____ Male ____ Female
 - c. What could be the reason for the balance/imbalance? _____

6. Are there any gender guiding policies for employment within the CSO? Yes No
- a. What do they state? _____

- b. Can these be availed to consultants for perusal? Yes No
- c. Are these public documents that can be accessed by anyone i.e. on website? Yes No

7. Is there anything being done to encourage women applicants/promotion to senior positions?

8. What governance instruments are within the CSO? _____

a. Can these also be availed for perusal? Yes No

b. What are their origins? _____

9. What is the CSO's relationship with the Government? _____

a. State particular Ministries and points of engagement. _____

b. Are the relationships healthy or not in your view? Yes No Not sure

Reason: _____

c. What are the effects of the Government relationship on the management of the CSO?

10. Who are the other CSO stakeholders with a say on management appointments/promotions and what roles do they play? _____

11. What organisational mechanisms and strategies do you use in programming to support women leadership?

a. To what extent have these instruments and mechanisms been effective in capacitating women's participation in leadership and other decision making positions? _____

Civil Society Organisations' Mechanisms for Women's Participation in Leadership

b. Is there any readily available statistical data to support or reflect this? Yes No
Explain: _____

12. What recommendations do you suggest the CSO (or other CSOs) should adopt for addressing the identified gaps in the available instruments and mechanisms regulating CSOs' operations that would lead to effective participation of women in decision making processes _____

13. Do you have confidence in female CSO leadership? Yes No
Reason: _____

Appendix 2 – List of 114 active NGOS/CSOs in Zimbabwe adopted from their November 2017 statement

Source: Kubatana.net <http://kubatana.net/2017/11/15/csos-joint-statement-military-take-zimbabwe/>

1. Achieve Your Goal Trust (AYGT)
2. African Self-help Assistance Programme (ASAP)
3. Amalgamated Rural Teachers Union Zimbabwe (ARTUZ)
4. Artists for Democracy in Zimbabwe Trust (ADZT)
5. Build a Better Youth Zimbabwe (BABY Zim)
6. Bulawayo Progressive Residents Association (BPRA)
7. Bulawayo Vendors Traders Association (BVTA)
8. Bulawayo Youth Arise (BUYA)
9. Centre for Community Development in Zimbabwe (CCDZ)
10. Centre for Natural Resources Governance (CNRG)
11. Centre for Youth Development Trust (CYDT)
12. Chinhoyi Residents Trust
13. Chitungwiza Centr Community Development Network (CCDN)
14. Chitungwiza and Manyame Rural Residents Association (CAMERA)
15. Chitungwiza Residents Trust (CHITREST)
16. Christian Legal Aid Society
17. Christian Voice International Zimbabwe (CVIZ)
18. Civic Education Network (CIVNET)
19. Combined Harare Residents Association (CHRA)
20. Community Working Group on Health (CWGH)
21. Community Water Alliance (CWA)
22. Counselling Services Unit (CSU)
23. Disability Amalgamation Community Trust (DACT)
24. Doors of Hope
25. Ecumenical Support Services (ESS)
26. Election Resource Centre (ERC)
27. Federation of African Women Media Zimbabwe (FAWMZ)
28. Female Students Network (FSN)
29. Gays and Lesbians of Zimbabwe (GALZ)
30. General Agriculture and Plantation Workers Union of Zimbabwe (GAPWUZ)
31. Godlwayo Community Development Trust
32. Gwanda Residents Association
33. Gweru East Residents Association
34. Habakkuk Trust
35. Heal Zimbabwe Trust
36. International Revolutionary League (RILFI)
37. Institute for Young Women Development (IYWD)

38. Japa Edutainment Trust
39. Katswe Sistahood
40. Legal Resources Foundation (LRF)
41. Masvingo Human Rights Trust
42. Masvingo Research Institute (MRI)
43. Masvingo Residents Trust (MRT)
44. Masvingo United Residents and Ratepayers Association (MURRA)
45. Media Institute for Southern Africa (MISA)
46. Media Monitoring Project Zimbabwe (MMPZ)
47. Mission to Live Trust
48. Mutasa Youth Forum Trust
49. National Association of Societies for the Care of the Handicapped (NASCOH)
50. National Movement of Catholic Student (NMCS)
51. National Vendors Union Zimbabwe (NAVUZ)
52. National Youth Development Trust
53. News of the South
54. Nhimbe Trust
55. Non-Violent Actions for Social Change (NOVASC)
56. Padare/Enkundleni/Men's Forum on Gender
57. Platform for Youth Development (PYD)
58. Plumtree Development Trust (PDT)
59. Progressive Teachers' Union of Zimbabwe
60. Radio Dialogue
61. Reconciliation Trust
62. Restoration of Human Rights (ROHR)
63. Savannah Trust
64. Shalom Trust
65. #SheVotes
66. Student Christian Movement of Zimbabwe
67. Students and Youth Working on Reproductive Health Action Team (Saywhat)
68. Students Solidarity Trust (SST)
69. #Tajamuka
70. Transparency International Zimbabwe (TIIZ)
71. Uhuru Network
72. United Mutare Residents and Ratepayers Trust (UMRRT)
73. Veritas
74. Vendors Initiative for Social and Economic Transformation (VISET)
75. Victory Siyanqoba Trust
76. Wedza Community Development Trust (WERDIT)
77. Women in Leadership and Development (WILD)
78. Women in Politics Support Unit (WiPSU)
79. Women of Zimbabwe Arise (WOZA)
80. Women's Coalition of Zimbabwe (WCoZ)

81. Women's Trust
82. Young Voices Network (YVN)
83. Youth Empowerment and Transformation Trust (YETT)
84. Youth Agenda Trust (YAT)
85. Youth Agrarian Society (YAS)
86. Youth Alliance for Democracy (YAD)
88. Youth Dialogue Action Network (YODAN)
89. Youth Environmental Management and Protection Trust (YEMAP)
90. Youth Forum Zimbabwe
91. Zimbabwe Christian Alliance (ZCA)
92. Zimbabwe Council of Churches (ZCC)
93. Zimbabwe Civic Education Trust (ZIMCET)
94. Zimbabwe Coalition on Debt and Development (ZIMCODD)
95. Zimbabwe Congress of Trade Unions (ZCTU)
96. Zimbabwe Democracy Institute (ZDI)
97. Zimbabwe Association of Doctors for Human Rights (ZADHR)
98. Zimbabwe Election Support Network (ZESN)
99. Zimbabwe Farmers Union Development Trust
100. Zimbabwe Human Rights Association (ZIMRIGHTS)
101. Zimbabwe Institute (ZI)
102. Zimbabwe Lawyers for Human Rights (ZLHR)
103. Zimbabwe Liberators Platform (ZLP)
104. Zimbabwe National Students Union (ZINASU)
105. Zimbabwe NGO Human Rights Forum
106. Zimbabwe Organisation of Youth in Politics (ZOYP)
107. Zimbabwe Pastors Forum (ZPF)
108. Zimbabwe Peace Project (ZPP)
109. Zimbabwe Poets for Human Rights (ZPHR)
110. Zimbabwe United Residents Association (ZURA)
111. Zimbabwe Women Lawyers Association (ZWLA)
112. Zimbabwe Women Resource Centre & Network (ZWRCN)
113. Zimbabwe Young Women's Network for Peace Building (ZYWNP)
114. Zimbabwe Youth Movement (ZYM)

