



International
Labour
Organization

Initiated by the European Union and the United Nations:



**Spotlight
Initiative**

To eliminate violence
against women and girls



► Addressing sexual harassment and GBV at workplaces and promoting women's economic empowerment

A summary of the ILO component of the
Spotlight Initiative in Zimbabwe

► Addressing sexual harassment and GBV at workplaces and promoting women's economic empowerment

A summary of the ILO component of the Spotlight Initiative in Zimbabwe

Compiled by Ida Tsitsi Chimedza



Initiated by the European Union and the United Nations:



Spotlight Initiative

To eliminate violence against women and girls

Copyright © International Labour Organization 2023

First published 2023

Publications of the International Labour Office enjoy copyright under Protocol 2 of the Universal Copyright Convention. Nevertheless, short excerpts from them may be reproduced without authorization, on condition that the source is indicated. For rights of reproduction or translation, application should be made to ILO Publications (Rights and Licensing), International Labour Office, CH-1211 Geneva 22, Switzerland, or by email: rights@ilo.org. The International Labour Office welcomes such applications.

Libraries, institutions and other users registered with a reproduction rights organization may make copies in accordance with the licences issued to them for this purpose. Visit www.ifrro.org to find the reproduction rights organization in your country.

Language: English edition

ISBN (print): 9789220401163

ISBN (web PDF): 9789220401170

The designations employed in ILO publications, which are in conformity with United Nations practice, and the presentation of material therein do not imply the expression of any opinion whatsoever on the part of the International Labour Office concerning the legal status of any country, area or territory or of its authorities, or concerning the delimitation of its frontiers.

The responsibility for opinions expressed in signed articles, studies and other contributions rests solely with their authors, and publication does not constitute an endorsement by the International Labour Office of the opinions expressed in them.

Reference to names of firms and commercial products and processes does not imply their endorsement by the International Labour Office, and any failure to mention a particular firm, commercial product or process is not a sign of disapproval.

Information on ILO publications and digital products can be found at www.ilo.org/publns

Printed in Zimbabwe

Table of Content

Foreword	06
Introduction	07
Addressing the world of work	08
• National SGBV Strategy	09
• Trade Unions & Employers' Advocacy	12
• Private Sector Engagement	13
• Public Sector Engagement	18
Women Economic Empowerment (WEE)	19
The training of Trainers	23
Generate Your Business Idea	25
Case Study - Hardware Store	26
Start Your Business	27
Case Study - General Store	28
Skills Development Training	29
Case Study - Baking, Poultry & Tuckshop	30
Financial Literacy	31
Start Your Business	23
Case Study - Baking, Poultry & Tuckshop	30
Financial Literacy	31
Case Study - Goat Farming	32
Market Linkages	33
Case Study - Piggery Production	34
Disability Inclusion in WEE	35
Case Study - dressmaking	36
Case Study - Baking	37
Lessons Learnt	38

Foreword

Addressing the problem of sexual harassment and gender-based violence (SGBV) in the workplace is crucial to promoting gender equality and unlocking human potential, particularly that of women who are disproportionately affected by the scourge.

Zimbabwe is one of the 22 countries globally, and 8 in Africa, that benefited from the Spotlight Initiative Programme, with financial support from the European Union. At least 750 million women and girls have experienced physical or sexual abuse in their lifetime and that translates to 1 in 3 women globally. However, these numbers are underreported and do not fully represent the number of women who experience violence, and the many lives that are impacted. Within the global development agenda even as data proves that it limits all other progress.

Creating an environment that will lead to a reduction of SGBV in the Zimbabwean workplaces is indispensable for social and economic development that leaves no one behind and it has collateral benefits. Aside from improving women and girls' general quality of life and access to social services, low levels of violence are also linked with increased economic opportunities and increased participation in the development of societies.

Suffice to state that collective action is urgently needed to safeguard women's rights and security. A world in which women feel unsafe is a world that does not know peace.

Against this background, the documentation revealed that the Spotlight Initiative had gone a long way to transform the lives of women in Zimbabwe who previously did not know their rights and faced violations both at the workplace and household levels. The collaborative, multifaceted, and multipronged design of the project also proved to be its greatest strength.

The programme design enabled ILO to tackle multiple issues that surround SGBV in the workplace as well as to put a spotlight on women's economic empowerment. The ILO-led component of the Spotlight Initiative programme was guided by the ILO Convention 190 and the ILO Recommendation 206, which seek to eliminate violence and harassment in the world of work.

This publication presents a snapshot of the results, achievements and lessons learned that were documented throughout the duration of the project implementation. The examples provided are not exhaustive, but rather illustrative and aim to highlight common trends that were noted across the ILO portfolio, implemented in partnership with tripartite-plus constituents.

In sum, the publication is intended to capture an in-depth summary of the ILO's coordination approach in the Spotlight Initiative in Zimbabwe in terms of process, reflection on challenges, and lessons learned.

Introduction

The Spotlight Initiative (SI) is a global partnership to eliminate all forms and manners of violence against women and girls in support of the 2030 Agenda on Sustainable Development. The SI was launched in September 2017 by the United Nations Secretary General and the European Union High Representative and Vice President (HRVP).

The Spotlight Initiative is jointly implemented by six UN agencies namely, UNWOMEN, UNFPA, UNICEF, ILO, UNESCO and UNDP. The programme was launched here in Zimbabwe in June 2019. Zimbabwe is one of the eight African countries chosen to implement the SI in collaboration with the Zimbabwean Government, Civil Society, Private Sector and other key stakeholders.

The SI places the achievement of gender equality at the centre of all efforts with the aim of creating and sustaining an environment that fosters the achievement of all goals. The overall vision of the SI in Zimbabwe is to create an environment that allows for women and girls to explore and reach their full potential in a country that is free of gender-based

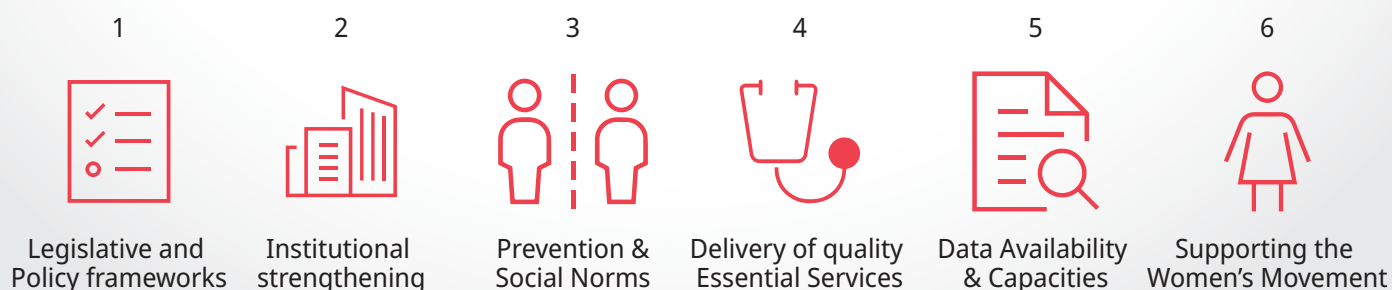
violence and prejudice, gender-responsive and inclusive. The SI has already begun and will continue to directly contribute to the country's achievement of both the prioritized Sustainable Development Goals (SDG's) 3 and 5.

The programme offered a concentration of a comprehensive and integrated package of interventions across six (6) pillars. See the list of the 6 Outcome Areas below.

The ILO works to promote opportunities for women and men to obtain decent and productive work, in conditions of freedom, equity, security and human dignity. The ILO contribution to the Spotlight Initiative is multi-pronged and spreads across all six pillars, drawing on the lessons learned from past programmes and projects.

The work was achieved through partnerships with tripartite plus constituents, i.e. government, employers and trade unions, and civil society organisations.

SIX PILLARS / OUTCOME AREAS OF THE SPOTLIGHT INITIATIVE



Addressing SGBV in the World of Work

PARTNERS



Government of
Zimbabwe



Zimbabwe
Gender
Commission



Zimbabwe Congress
of Trade Unions



Zimbabwe Federation
of Trade Unions

Addressing SGBV in the World of Work

Workplace violence and harassment encompass diverse forms that have evolved and can be interpreted differently across cultures and contexts. The program aligns with ILO C190's broad definition, which includes various behaviors, practices, or threats causing physical, psychological, sexual, or economic harm. This definition encompasses gender-based violence and harassment, specifically targeting individuals based on their sex or gender, potentially affecting certain genders disproportionately. Sexual harassment is recognized as a form of gender-based violence and harassment.

TYPES OF WORK-RELATED SGBV

verbal threats emotional mobbing offensive language
offensive words sexual insulting inappropriate jokes physical
sarcastic remarks humiliating rape
inappropriate images psychological bullying non-verbal
economic cyber-bullying
quid pro quo

ILO CONVENTION 190 AND RECOMMENDATION 106

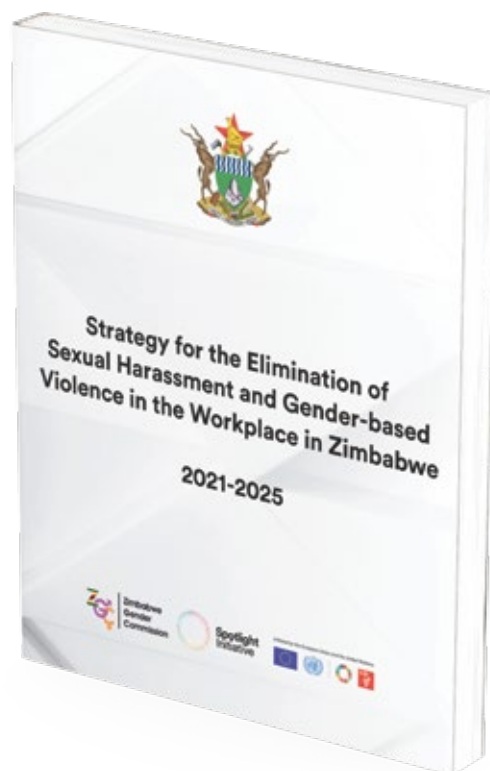
In 2019, ILO member states adopted the ILO Convention on Violence and Harassment (C190) and its accompanying Recommendation (No. 206), providing a framework to prevent and eliminate workplace violence and harassment. The Spotlight Initiative's workplace program was informed by the C190, R206, as well as regional and national instruments, along with data from studies and surveys.

AMENDMENT OF LABOUR ACT AND TOWARDS RATIFICATION OF C190 BY ZIMBABWE

In Zimbabwe, the government, employers, and trade unions have actively implemented advocacy programs on C190. This effort resulted in the domestication of C190 provisions through the Labour Amendment Act of 2023. The Tripartite Negotiating Forum (TNF) has passed a resolution for Zimbabwe to begin the process of ratifying C190.

NATIONAL SGBV STRATEGY

The Spotlight Initiative supported the development of the *Strategy for the Elimination of Sexual Harassment and Gender-Based Violence (SGBV) in the Workplace in Zimbabwe (2021-2025)*, aligned with ILO C190. The strategy, developed and adopted by the tripartite constituents, aims to protect workers at all levels from SGBV in the workplace and create an environment that reduces GBV in Zimbabwean workplaces. It recognizes the intersectionality of SGBV with other vulnerabilities, such as disabilities and HIV status. A detailed work plan has been created to guide the implementation of the strategy by various stakeholders, including governments, employers, trade unions, and sectors through national employment councils. The strategy was developed in partnership with the Zimbabwe Gender Commission (ZGC).



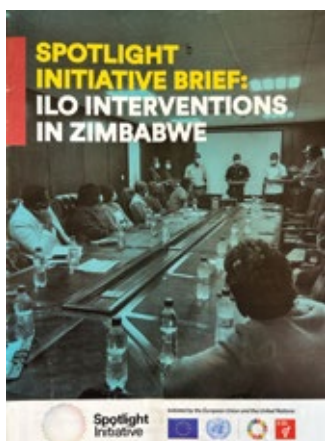
WORKPLACE SGBV TRAINING MANUAL

The ILO, in partnership with the Zimbabwe Gender Commission (ZGC), developed the Training Manual in line with the ILO Convention 190 and Recommendation 206. The tool provides guidance to the world of work, to effectively respond to sexual harassment, gender-based violence, and other forms of violence and harassment, promoting the rights of workers. The manual plays a pivotal role in guiding all workplaces in both the public and private sectors, to: develop inclusive policies that have clear and multiple reporting lines; with fair and thorough investigation modalities; and punitive sanctions for perpetrators. The manual provides guidance on how to conduct regular training programmes for workers, and Workplace Gender Champions, that will create awareness among employers and employees in addition to prevention and protection.



INCLUSION OF PERSON WITH DISABILITIES IN WORKPLACE SGBV PROGRAMMING: FINAL REPORT AND ACTION PLAN

The ILO conducted a study to evaluate the occurrence and effects of Sexual Harassment, Gender-based Violence, and other forms of Violence and Harassment targeting Persons with Disabilities in Zimbabwe's workplaces. The study considered input from disability organizations, tripartite constituents, and other national stakeholders. After validating the findings report, an Action Plan was formulated to tackle the identified gaps and challenges.



This brochure was developed after the first phase of the Spotlight Initiative, it takes stock of the work led by the ILO that focused on two main initiatives: firstly addressing SGBV in the world of work, and the second component on women economic empowerment. The document summarises the achievements made mid-term following two (2) years of interventions, despite disruptions from the Covid-19 pandemic.

Workplace Gender Champions showing some posters on SGBV in the workplace.



Trade Unions & Employers' Advocacy

EMPLOYERS ADVOCACY

The employer organisations led by the Employers Confederation of Zimbabwe (EMCOZ) conducted a series of awareness sessions to promote the ILO C190 and inform their membership of the provision of the convention and recommendations. This was supported by a business case which revealed that issues of SGBV are not just social issues, but economic issues as they negatively impact productive. A 'Call to Action' was made for the enterprises to take a structural approach to address issues of SGBV through the development of policies and programmes, with a Zero Tolerance approach.

TRADE UNIONS ADVOCACY

The ILO collaborated with the ZCTU to roll out an education and awareness campaign on the ILO C190 and to strengthen the capacity of trade union leaders, and female trade unionists in particular, in advocacy and the use of social accountability.

Targeted were companies with more workers and greater vulnerability like Farms, Hair Salons, Hotels, Security Guards, Food Outlets, Parastatals, Informal Workers and Municipalities. Campaigns were conducted at 57 companies in 14 different sectors in the following districts: - Harare, Ruwa, Norton, Bulawayo, Gwanda, Plumtree, Gweru, Shurugwi, Kwekwe, Chinhoyi, Chegutu, Banket, Karoi, Nyanga, Mutare, Rusape, and Masvingo.



1,646
Workers reached
through the campaigns.



Dialogues with
Parliamentarians &
Trade Union leaders held.



ZCTU leadership engagement
with Parliamentarians

"We were part of the delegation that passed the ILO C190 in Geneva, it is imperative that we domesticate it and ratify the convention as Zimbabwe."

Nester Mukwehwa
Executive Director, EMCOZ

Private Sector Engagement

Sexual Harassment and Gender-based Violence (SGBV) has been a silent epidemic in the world of work in Zimbabwe for many years. People, particularly women who are disproportionately more affected than men, have not had the voice to speak out when violated due to: unequal power dynamics, fear of losing jobs, the absence of policies, weak policy enforcement, stigma, and limited awareness of rights.

The Model Workplace Programme (MWP)

As part of the Spotlight Initiative programme, the ILO implemented the Model Workplace Programme, which focused on addressing issues of violence and harassment, in both private and public workplaces, guided by principles in the ILO C190. Its specific objective was to strengthen the capacity of employers and workers to develop and implement enterprise level policies and programmes. The MWP also engaged with employer organisations and trade unions to mainstream gender equality and women's rights issues on their agendas.

Under the MWP, the ILO partnered with fifteen (15) private sector companies to implement a programme that had 3 components as follows:

1. Policy Development: The companies were supported to develop targeted and comprehensive policies that clearly state a 'Zero Tolerance' to sexual harassment and other forms of GBV in the workplace, and define unacceptable behaviours in both vertical and horizontal work relationships. The policy document provides guidance on reporting mechanisms, investigation modalities that are fair and thorough, outline sanctions for perpetrators, and establish a referral pathway. Each policy was tailor-made taking into account pertinent issues relevant to the sector and company, as well as the respective company's culture, dynamics, and norms.



HR Executives from: TelOne, Cresta; Dairibord, FBC Bank, GMB, Minerva, BancABC, Dandemutande, and Zimnat with their Policies

2. Education and awareness campaign:

The Awareness Dialogue sessions were delivered to all levels of workers using virtual platforms or face-to-face sessions, they informed the workers of their rights and encouraged people to report when violated. The training brought everyone to a common understanding of how sexual harassment and other forms of violence and harassment manifest in the world of work. Following the training sessions, each worker understood:

- ▶ What is SGBV in the context of the world of work?
- ▶ Who does it affect and how?
- ▶ Where the hotspots are?
- ▶ Why it happens in workplace, and Why there is under-reporting?

Furthermore, it presented an opportunity for introspection, and personal accountability for behaviour change. These sessions were very interactive and provided a 'safe' platform for workers to express their views, fears, and provide recommendations for the policy.

3. Training of Gender Equality Champions:

The MWP trained over 306 Workplace Gender Champions from the 15 participating partner companies. These serve as peer educators in the workplace, mandated to provide correct information to colleagues, and guide them appropriately to report and access referral services. This is one of the sustainable modalities for knowledge sharing and peer support. Champions were both male and female, and were identified at middle management and shop floor levels.



MODEL WORKPLACE PROGRAMME PARTNERS



PRIVATE SECTOR BEST PRACTICES - OK ZIMBABWE



CEO of OK Zimbabwe with Workplace Gender Champions holding their certificates.

- ▶ Without commitment and buy-in from the most senior levels, policy implementation would be ineffective.
- ▶ For the success and sustainability of these programmes, there is need for a stand-alone budget to address SGBV workplace issues. This budget ensures sustainability of the programme and motivates the employees.
- ▶ OKZL has availed a full budget to mitigate against SGBV in the organisation.
- ▶ It is also important to walk the talk, the company leadership needs to lead by example in terms of the seriousness the organisation puts into addressing SGBV issues at work, and compliance with the policy, in our case the Dignity Policy.
- ▶ Culture change overhaul is necessary to bring the desired change, there should not be groups of 'protected' individuals who get away with violations.
- ▶ Formalising the function of the Workplace Gender Champions is one way that aids accountability, ownership and sustainability of the programme as they serve as foot soldiers to ensure the operationalisation of the policy.

Innocent Magaya, HR Director, OK Zimbabwe Limited



“After the establishment of the Women's Desk at FBC Bank and the training and introduction of Workplace Gender Champions, SGBV reports increased and this shows a growing level of trust in the organisation's commitment to zero-tolerance to SGBV

Elizabeth Madira
FBC Bank Workplace Gender Champion

PRIVATE SECTOR BEST PRACTICES - BANCABC



Young workers from BancABC on a SGBV awareness community outreach during the 16-Days commemorations

BancABC Zimbabwe championed sexual harassment awareness within the organization one of the strategies adopted was not to leave men behind. They recognized that the challenges organisations and society in general face is that of excluding men from the conversation, perpetuated misalignment with the women's agenda and cohesion was never realised due to the segregation. One of the initiatives the organisation promotes is: ***Dare reVarume***, (men's forum), a once-a-month social platform where all topical issues are discussed and unpacked, including SGBV issues, mental health, and positive masculinity issues.

Ruka Nyoka, Country Head, Human Capital & Learning, BancABC Zimbabwe

“



We are grateful for this partnership with ILO and the Spotlight Initiative, we want to thank you for supporting us in delivering awareness on a very important issue in our society, which also has a significant impact on our business. It is our hope that through this partnership we will be able to put in place effective measures to mitigate this matter and create a conducive work environment and learnings that can be extended to our personal lives'

Ms Sharron Maparura
CEO of Cairns

”



Drama & edutainment was used to amplify the message.

PRIVATE SECTOR BEST PRACTICES - DANDEMUTANDE



Workplace Gender Champions from Dandemutande

Dandemutande has a specially curated business model which considers its largely dominating Generation Z representation within their organisation. The first thing the organisation invested in was a risk assessment study. An assessment was necessary for the organisation to ascertain risk factors, what contributed to them, and how they could be reduced in the fight against SGBV in the workplace. One of the risks identified was shift work as the company operates round the clock, 24 hours a day.

One strategy we used to address issues of behaviour and self-accountability for the young workforce was the establishment of a Culture Committee, which was setup to address the business' needs and promote a culture shift, taking into account ethical and personal accountability issues in terms of dressing, verbal and non-verbal behaviours, business trends, and staff motivation.

Takunda Tsatsa, Human Resources Executive, Dandemutande (a subsidiary of Masawara Holdings)



Both men and women can be victims of SGBV, in particular, women, young workers and people with disabilities are the most vulnerable. Zimbabwe needed to strengthen its laws and put in place punitive sanctions against perpetrators of sexual harassment and gender-based violence.

Florence Taruvinga, President of ZCTU

Partnerships with the Public Sector



Public Sector Sexual Harassment Policy:

The process was led by UNDP under the Spotlight Initiative, and the ILO provided technical input into the policy development process. The policy was passed by Cabinet and launched in July 2022 and it applies to all members of the Public Service

The Sexual Harassment Policy sets out the legal responsibilities and obligations of members in the Public Service in compliance with the Constitution of Zimbabwe, No. 20, 2013, Public Service Act, Chapter 16:04, Sexual Offences Act, Chapter 9:21; Public Service Regulations, 2000, Circulars and Procedures.



MINISTRY OF
**Public Service, Labour
& Social Welfare**



Education and awareness campaign rolled out in 3 provinces: Harare, Mashonaland East and Mashonaland Central



workers were reached.



MINISTRY OF LANDS, AGRICULTURE,
FISHERIES, WATER AND RURAL
DEVELOPMENT



Education and awareness campaign rolled out in Harare Province



workers were reached.

The Ministry of Labour Permanent Secretary and senior government officials at a SGBV awareness session.



Women Economic Empowerment (WEE)

Capacity building for vulnerable women in rural areas and low-income urban settings through Entrepreneurship Development Training: to develop a structured business-oriented mindset, and business management principles, including financial literacy and market linkages.

IMPLEMENTING PARTNERS



Ministry of Women Affairs,
Community, Small &
Medium Enterprises
Development



Chipinge Beneficiary Profiles

Ward	GBV Survivors	Women living with HIV	Women with disability	Women in extreme poverty	Apostolic Sect Women	Total
4					100	100
14	33	20	6	101		160
17	21	17	10	52		100
26	66	48	7	59		180
27	53	33	9	85		180
Joppa Market				60		60
Mutasa	50					50
Total	223	118	32	357	100	830

Hopely Training Beneficiaries

Business Skills training	No. of Beneficiaries	Technical Skills training	No. of Beneficiaries
SYB training	117	Poultry management	163
SYB Level 1 training	517	Baking training	128
GYB training	620	Detergent making	70
Business skills refresher training	125	Hairdressing	58
Credit management training	53	Dressmaking	122
Interpersonal skills training	66	Food processing & value addition	43
		Waste management	38
		Total reach technical skills	622

Women Economic Empowerment

Women's Economic Empowerment (WEE) is central to realizing women's rights and gender equality. Women's economic empowerment includes women's ability to participate equally in existing markets; their access to and control over productive resources, access to decent work, control over their own time, lives and bodies; and increased voice, agency and meaningful participation in economic decision-making at all levels from the household to international institutions.

The ILO implemented economic empowerment activities as one of the Spotlight Initiative's longer-term recovery strategies for women in situations of vulnerability. The interventions focus on capacity development of the beneficiaries at multiple levels, promoting income generation and local development, emphasizing the role of skills and knowledge for creating new economic and employment opportunities for the poor, the under-employed, the unemployed, informal economy workers and the otherwise disadvantaged, towards sustained economic activities.



Harare Metropolitan Province

Hopley and Epworth Districts

Manicaland Province

Chipinga and Mutasa Districts



2,202

women collectively
benefitted



1,716

micro businesses
created

Mother & Daughter showing records of their retail shop which they opened after SYB trainings.



THE TRAINING OF TRAINERS

Project implementers drawn from the MWACSMED, VIRL and DOMCCP underwent the intensive 3 week Training of Trainers programme on the ILO Start and Improve Your Business Training Module to enhance the capacity of the trainees to effectively deliver ILO Generate Your Business (GYB) and Start Your Business (SYB) trainings to the targeted project beneficiaries. Collectively, 19 people participated in the trainings, and subsequently 12 Trainers were certified as SYB Trainers by the ILO following theory and practical assessments. The ToT is a sustainability measure as the capacity remains in the government and civil society and will be used beyond the project life-span.

The Chipinge Project Officer for DOMCCP Gamuchirai Vukomba (left) with Christine Chivhunze (right) a Ward Coordinator Ministry of Women Affairs, Community, Small and Medium Enterprises Development

Target Groups:

- ▶ Survivors of GBV
- ▶ Women living with HIV
- ▶ Women with Disabilities
- ▶ Women living in extreme poverty





I never took goat farming seriously. Things like medication and goat health care never mattered to me. These skills have helped me to improve and grow my goat business.

Prisca Shavai
Tamandai Farm 3, Chipinge

3 main components Business Development Service package:

Generate Your
Business Idea

Start Your
Business

Skills Development
Training

Generate Your Business Idea

The first component was on **Generate Your Business Idea**, which is a training module for people who want to start a business but are not sure of the business idea to pursue. The GYBI is designed to educate potential entrepreneurs to identify gaps and opportunities within their immediate environment and beyond, how to analyse them in terms of risks and market identification, prioritize and select the most promising one.

Generate Your Business Idea Roll-out Process

You as an entrepreneur.



A market is waiting for you.



Your own business idea list.



Selecting the best business idea.



Before going through the WEE trainings I used to bake using an outdoor wood stove. I learnt about the right modern equipment and got a loan to buy a gas stove and a hand mixer. I have since repaid the loan.

Barbara Mafaune
Vheneka, Chipinge

CASE STUDY



Lisa Madutywa started off as an employee in a hardware shop but was frustrated out of work by her employer who did not pay her.

She gathered the courage to start her own business and started off operating from an open space.

After getting trained in GYB and SYB, she started to improve how she does business, adopting processes like record keeping and the 7 Ps of marketing.

She has managed to grow her business from the outdoor stall to a built structure which she intends to pass on to her children when they complete their education.

Lisa can now stock a wider range of products because she now has a sheltered and secure store built from proceeds of her business and loan facilities acquired through the SI.



Lisa (left) showcases her hardware stall in 2021 before she built a shop from where her hardware is now based.





Start Your Business

The women received further training on how to **Start Your Business**, a training module for potential entrepreneurs who want to start a small business and already have a concrete business idea. The programme is a combination of training, field work and after-training support, and helps participants assess their readiness to start a business and to prepare a business plan and evaluate its viability. This component further capacitated them to develop a marketing strategy for their small business, covered financial literacy, and guided them to develop concrete, feasible and bankable business ideas and business plans to start their own small business.

Beneficiaries with lower levels of literacy were trained using the ILO SIYB Business Game which facilitates for the same content of training in the SYB manuals to be transferred to participants using illustrations and practical activities. This methodology facilitated for inclusion and application of the SDG principle of 'Leave no-one behind' (LNOB).



◀ The SIYB Business Game simplifies the concepts discussed in the training manuals

CASE STUDY



Kate Matanga (L) started ordering clothes and selling at home in September 2020 but after attending the SYB training where the 7Ps (especially the physical evidence one) of marketing were taught she decided to open a shop at the local growth point. She then opened shop in December 2022 where she is selling clothes and groceries.

She says items especially clothes are priced depending on who is buying (market segmentation). And this has helped her get a decent profit from her business. Kate articulated that she can now afford to pay fees for her children who are now at tertiary level. She however is facing a challenge of failing to stock to meet her customer demands due to shortage of capital.

“



My husband and I used to fight a lot because of lack of adequate financial resources. But we are now united as he works as the shop assistant while I am the manager. We are now happy.

Kate Matanga
Tamandai, Chipinge

”

Skills Development Training

To complement the Entrepreneurship development training programmes, a skills-gap analysis was conducted to identify some potential opportunities for the women to generate income from, once certain skills were acquired. This led to the Skills Development Programme which benefited a proportion of the beneficiaries in both Harare and Manicaland provinces. In turn, the women are using the acquired skills to earn incomes that are transforming their lives and that of families. Some of the Case Studies are captured in this publication. Below

is a list of some of the skills training programmes conducted in both the rural and low-income urban communities we worked in both Chipinge and Harare:

- Catering
- Cakes & Confectionery
- Mobile Phone Repairs
- Solar installation
- Cosmetology
- Hairdressing
- Waste management
- Tailoring
- Poultry
- Detergent Making

- Mushroom Production
- Market Gardening
- Livestock rearing
- Basket/mats making
- Candle making
- Cobra making
- Earing making
- Garment Construction

Epworth Beneficiary Profiles

Implementing Partners	ILO's UN Partner & CSO Partner	Target Group	NO.s	Capacity Development
Junior Achievement Zimbabwe (JAZ)	UNFPA + CESHAR	Sex Workers	100	• Skills Development Trainings • Entrepreneurship development trainings • Life Skills trainings
Zimbabwe Women's Bureau (ZWB)	UNICEF + AWET	Apostolic Sect Women	100	
Royal Business Consult Trust (RBCT)	UNWOMEN + KATSWE Sisterhood	Safe Market Operators	50	
Total			350	



Epworth skills training.

CASE STUDY

“



I can now afford to buy medication for my grandson as well as for myself. I now participate in groups where I share lessons from what I have learnt and experienced.

Fortunate Mazise
Hopley, Harare

”

After her husband passed away in 2019, **Fortunate Mazise** became a subject of abuse by her late husband's family and the community. She lost most of the property she had accumulated with her husband.

As a vegetable vendor at that time, income was limited considering she had to take care of her own children and a grandchild with disability. Fortunate lives with HIV and signed up to participate in the SI.

Since completing trainings through the WEE programme, she has expanded her business into a tuckshop, poultry production and baking - using the skills she acquired.



Fortunate has diversified her business beyond the initial baking venture to include poultry (above) and a retail tuckshop (below).



Financial Literacy

Financial literacy trainings were conducted for all the WEE beneficiaries to sharpen their ability to understand and effectively apply different financial skills so as to be self-sufficient and achieve financial stability. The savings and spending trainings were used to help women to explore business financing such as group financing (income savings and lending) accessing loan facilities from the government and the private sector. The trainings focused on: record keeping, financial management and budgeting. Emphasis was placed on promoting productive economic activities, decent jobs creation, creativity, innovation, and improving business capitalization through financial inclusion and encouragement of group financing.

ISALs

The programme also promoted Internal Savings and Lending (ISAL) schemes whereby small groups of women have a mutual agreement to contribute

an agreed amount of money regularly into a group fund, with the hopes of seeing the fund grow.

Members can borrow from the fund and pay back with a small interest within an agreed period of time. Some of the WEE beneficiaries borrowed money from ISALs to raise start-up capital for their businesses.

Revolving Fund

A small revolving fund was introduced towards the end of the project for the WEE beneficiaries in Chipinge and Hopley, specifically, to borrow from in order to grow their businesses. The women could access loans up to \$400 to improve their business through procurement of equipment, stock, and build basic infrastructure for their business operations. The rate of pay back was over 95% as the women now possessed sound knowledge on business management.



“Prior to these trainings, I had no idea that in business you had to make a record of everything – every cost, sales estimations and that I had to do some research and surveying before starting.”

Moleen Nyambo. *Southley Park, Harare*

CASE STUDY

Getrude Ndlovu Dhlwayo is a mother of 5 children who has experienced gender-based violence which has brought so much trauma to her life and her children.

After signing up for the WEE programme under the Spotlight Initiative, she learnt practical and business skills and started off with a broiler chicken project. After realising that the market was flooded, she upgraded and added goats to her farm enterprise. She bought one pure breed of the Matebele buck to cross breed with her local breeds. This improved her revenue and she has since grown her goat herd to more than 100 goats.

Using financial injection from the Spotlight Initiative as well as her own savings, she bought a corn popping machine and now packages and sells her own popcorn. Other people access her machine at a fee for additional income .



Getrude has now mastered the art of goat farming and has had to increase her paddocks to cater for the growing herd.

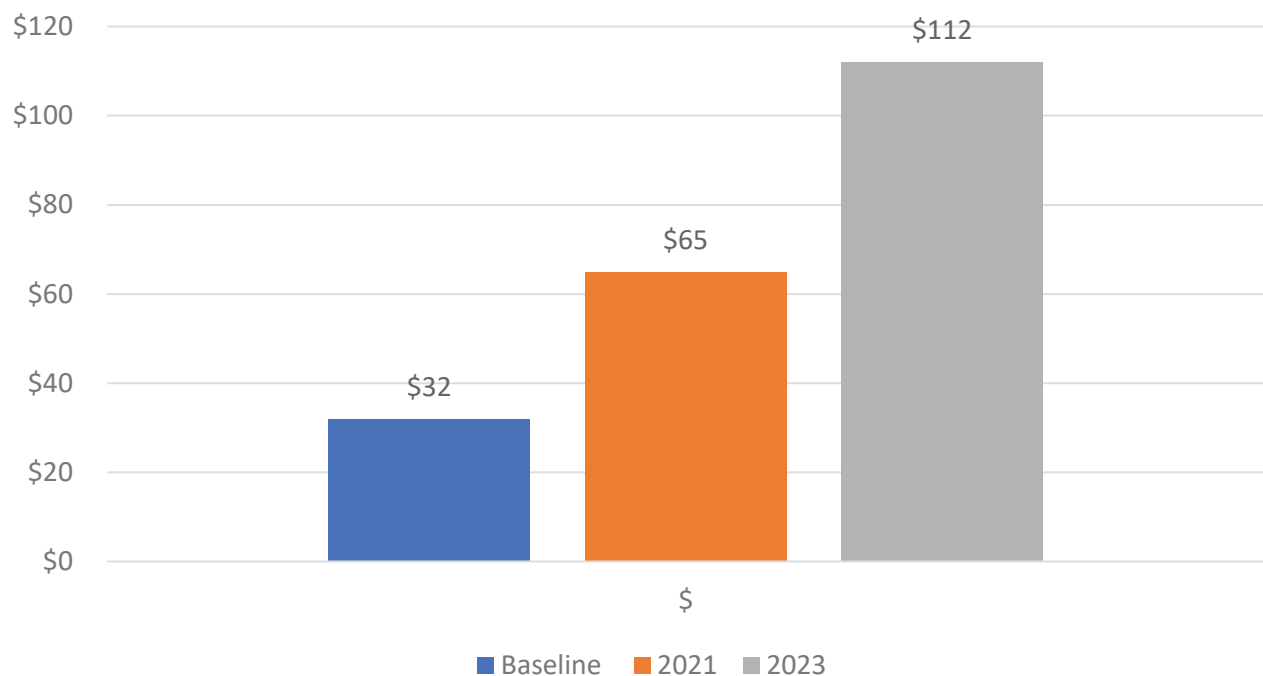


This manually operated corn popping machine has created a new revenue stream for Getrude's enterprise.

Market Linkages

The women were taught about market-led approaches as they established or formalized their small business. Right from the onset, i.e. during the GYBI process, it is imperative to do a market research to identify products or services absent or in short supply in the market. Focusing on what the customers want or need prevents the risk of engaging in a business and failing to sell the product or service on offer. This was linked to the teaching of the 7 Ps (Product, Price, Place, Promotion, People, Process, and Physical evidence) in Business Management which most of the entrepreneurs had internalized and would confidently speak to in relation to their respective businesses.

Average Household Income



VIRL Projects Officer, Collins Muguyo (R) handing over a modern oven to Fortunate Mazise from Hopley.

CASE STUDY



Ruth Buzuzi is a 32 year old lady who is into the piggery business in Chipinge. After attending the trainings that were facilitated by DOMCCP and MWACSMED she came up with the piggery business idea and in November 2021 she bought a serviced sow. The sow gave birth to 13 piglet. To grow her new business, Ruth borrowed from the project's revolving fund in June 2022 and bought two more serviced sows. She now has two more serviced sows and also managed to buy stock feeds for the animals. Ruth is currently working together with her mother-in-law who also specializes in poultry, cattle feeding and horticulture. The two have since benefited from the training as the trainings have enhanced their technical skills through the agricultural trainings they went through. They sell their horticultural produce to vendors from Checheche growth point. Ruth intends to grow her business so that she ends up supplying Colcom meats with pork.



Disability Inclusion in WEE

LEAVE NO ONE BEHIND (LNOB)

The Spotlight Initiative integrated the LNOB principle in its partnership with all government ministries, Parliament private sector, civil society organisations and other entities. This is critical for the inclusion and implementation of SI's LNOB interventions to reach the most vulnerable groups, specifically women and girls with disabilities and their caregivers; children and adolescent girls who experience SGBV.

The ILO conducted a study on the *Inclusion of Persons with Disabilities (PWDs) in Workplace Policies and Programmes on Violence and Harassment (including SGBV)*, -see page 11- and one of the key findings from the rapid assessment was that poverty is one of the key drivers of SGBV, and national studies reflect that the majority of persons

with disability live in extreme poverty. For women with disabilities, SGBV is often compounded by disability-based discrimination, as women with a disability are often considered weak, worthless, and in some cases sub-human subsequently facing an increasing risk of domestic and sexual violence.

These inter-secting vulnerabilities informed the selection criteria for the WEE beneficiaries, which was targeting among other: women with disabilities; women in extreme poverty; GBV survivors; and women living with HIV. Hence, the programme targeted these marginalized women and approximately 5% of the WEE beneficiaries are women with different forms of disability.

"As a person with disability, I was a victim of ridicule in my community. But after all the training I got from the SI, I now run a diversified farm enterprise. I work with my daughter-in-law, Ruth, who also got training through the Spotlight Initiative. Because we are busy taking care of the farming business, we now live in peace while generating decent income for our whole family."

Perpetua Komoni
Chisumbanje, Chipinge



CASE STUDY



Not only did I learn practical skills, but also how to generate business ideas and how to start your own business. This has helped me in many ways...

Martha Simango
Machona, Chipinge

Martha Simango is a widow, survivor of GBV and lives openly and positively with HIV. As a result, she faced livelihood challenges as she could not generate the resources required to live a decent life.

After signing up for the women economic empowerment programme, she learnt tailoring skills which helped her start her own fashion business. She is now generating regular income and is able to pay school fees for her three children in primary school, one in university and another in college. “I started my business with no capital but we were taught about starting small and growing gradually,” she said.

To ensure sustainability of her business, Martha used other skills learnt from the trainings to diversify her business into beans and goat farming. Her tailoring business remains the core revenue earner where she specialises in school uniforms, women’s and men’s wear made to the customer’s specifications.

CASE STUDY

Winnet Mariwa, from Hopley in Harare was initially left out of the women economic empowerment programme but she eventually managed to register as she wanted to lift her family out of extreme poverty.

She received training in baking and was taught how to use this skill to generate income. Every time she learnt something new, she would go home and try it until she perfected it.

Initially she sold her mobile phone to buy a small makeshift oven but as demand grew, with the help of VIRL Financial Services, she managed to purchase a gas stove with an oven. This has improved her efficiency and volumes.

Winnet's husband supports her in her business and this has brought unity in her family. Her husband goes out to sell her confectionary while she focuses on baking.

I BUILT THIS 3 ROOMED HOUSE USING PROFITS FROM MY BUSINESS.



Winnet now bakes from her newly built house using a modern gas stove. She now focuses on improving her recipes, taste and variety.



Lessons Learnt

KEY LESSONS FROM ILO'S IMPLEMENTATION OF THE SPOTLIGHT INITIATIVE IN ZIMBABWE

Lessons from the SGBV in the Workplace

Programme

- ▶ SGBV is a silent epidemic in the workplace, and the companies and organisations need to assume a structured approach, with total accountability to build the trust of workers to speak out when violated
- ▶ The Spotlight Initiative provided an opportunity for the popularisation of the ILO C190, and presented a platform to amplify the 'Call to Action' for the world of work actors to accelerate the uptake and adoptions of policies against SGBV in the workplace, and enabled advocacy for the ratification of the convention by Zimbabwe.
- ▶ Leaders at all levels play a critical role in creating safe and respectful workplaces. They are crucial in setting the organisation's framework for preventing and responding to SGBV in the workplace and role-modelling a diverse, inclusive, trusted and gender-equal culture.
- ▶ Coordination of SGBV response in the world of work is weak, it requires establishment and strengthening to facilitate for collaboration across various stakeholders in the world of work, and key to strengthening local ownership, leadership and sustainability of policies and programmes, at enterprise, sector, and national levels.
- ▶ Policies and programmes should take a multi-sectoral approach, be comprehensive, integrated, and should be inclusive of men, persons with disability, and stakeholders in remote locations.
- ▶ Ongoing sharing of lessons learned among key actors can help to maximize the return on investment of resources.

Lessons from the WEE Programme

- ▶ Involving all actors and having government buy-in can have an effect in raising the profile of interventions aimed at addressing sexual harassment and GBV. The active involvement of government enhances the confidence of other actors to get involved in the process, and leads to sustainability of initiatives.
- ▶ Improved business and financial literacy amongst the beneficiaries, translating to more structured and sustainable business operations. Capacity to develop business plans facilitates access to finance to micro-finance institutions. A culture of saving through savings clubs (ISALS) is critical for the establishment of sustainable enterprises.
- ▶ An integrated and comprehensive approach to WEE produces the best results as it capacitates the beneficiaries with: business development skills, an entrepreneurship mindset, acquisition of new skills, life skills 'do no harm'; leading to sustainable income generation.
- ▶ Poverty is a key driver of SGBV and therefore economic empowerment programmes should be prioritized to reduce women's vulnerability to GBV and HIV infection.



International
Labour
Organization



ILO Country Office for Zimbabwe

📍 Block 8, Arundel Office Park
Norfolk Road, Mt Pleasant, Harare
Zimbabwe.

☎ +263 (242) 369805-12
+263 772129210-213

✉ harare@ilo.org

✂ @iloharare

🌐 www.ilo.org/harare