

Masvingo Advocacy Training Workshop Report

*Zimbabwe Congress of Trade Union Offices,
Masvingo*

16 & 17 September 2015



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Executive Summary

As part of its Poverty Watch Flagship, Poverty Reduction Forum Trust has been conducting Basic Needs Basket surveys in Harare, Bulawayo, Mutare, Gweru and Shurugwi. Recently the same initiative has been launched in Masvingo and Bindura with the aim of generating up to date and reliable data that can be used by residents and civil society organizations to advocate for improved access to basic services such as health care, food and education. PRFT is a civil society organization whose main goal is to influence the formulation and implementation of pro-poor policies through carrying out research on poverty related issues, engaging with policy makers, promoting broad-based consultative dialogue as well as advocating for sustainable human development in Zimbabwe.

As a step forward from the work that PRFT has already done in Masvingo since the launch of the BNB project in April 2015, a one and half days workshop was conducted to train local leaders in advocacy from the 16th to the 17th of September at the Zimbabwe Congress of Trade Union (ZCTU) offices. The main objective of the training programme was to strengthen the advocacy capacity of the local leaders (e.g. Masvingo United Ratepayers and Residents Association (MURRA) leaders,) and other pressure groups such as the Women's Action Group (WAG), and the community at large. This workshop was designed to strengthen engagement between the demand and supply side of service delivery in Masvingo.

During the training, the participants were able to identify community problems that affect them and came up with advocacy action plans around the problems of electricity distribution, poor maternal healthcare and water provision as well as access to educational facilities. After being equipped with lobbying and advocacy skills, the 31 local leaders (17 women and 14 men) committed themselves to mobilize other residents and to coordinate the formation of advocacy committees to facilitate the implementation the community action plans.

Workshop Methodology

The one and half days training workshop was facilitated by Mr. Tafara Chiremba (Projects Coordinator) and Cherish Ratisai (Programs Officer). During the workshop, various facilitation approaches were employed including presentations by the facilitator, group work and plenary discussions. Participants used flip charts and permanent markers to report on the group activities.

Workshops proceedings

DAY 1: Opening and welcome Remarks

The first day of the workshop was opened with a word of prayer from Ms. Siyavezva, a board member of MURRA. Thereafter the facilitator, Mr. Tafara Chiremba, gave the welcome remarks.

Introductions

As part of the introduction process, Mr. Chiremba asked the participants to give a brief introduction of themselves and what part of society they are representing.

Workshop Expectations

The facilitator asked the participants to give their expectations of the workshop and the following were some of the expectations;

- To understand more about the work that PRFT does
- How we can be more effective in our communities as residents
- How to work well with local authorities and our leadership to improve the lives of Masvingo residents
- How to advocate for salary increments using the BNB
- How to make do with the little resources available
- How to resolve community problems and uphold urban development
- To have engagement with local leaders such as councilors in order to have our petitions understood
- To learn more about the community problems which are being faced by residents
- To gain knowledge about advocacy techniques that can be used to engage policy makers

Workshop Objectives

Afterwards, the workshop facilitator presented the workshop objectives as follows;

- To identify community problems and their causes that we can work towards eradicating.
- To develop a community action plans and commit towards its implementation.

Defining Advocacy

To kick-start the training session, Mr. Chiremba asked participants about their understanding of the term ‘advocacy’. The following are some of the responses that were provided;

- Advocacy is a way of persuading people to agree with your issue
- Advocacy is taking a message to other people so that they know it

- Advocacy is getting solutions to a problem and implementing them.

To reinforce the contributions made by participants on their understanding of the term ‘advocacy’, the facilitator projected a well elaborated definition of advocacy. Advocacy was defined as a means of effectively putting a message across. It is about planning a strategy that will make your cause other people’s reality, and its purpose is to engage more people to support your idea; ensuring that your message is out in the public.

According to the facilitator, Advocacy is an action directed at changing the policies, position, or programmes of any type of institution. It also includes:

- Building support for an issue or cause and influencing others to take action.
- Persuading government officials to prioritise particular programme approaches or services.
- Informing the general public and opinion leaders about a particular issue or problem and mobilising them to apply pressure to those in the position to take action.
- Creating support among community members and generating demand for the implementation of particular programme approaches or services.

Identifying the problem -The Problem Tree Approach

The workshop facilitator introduced participants to the ‘problem tree’ as a technique for analyzing problems that residents face in their communities. The problem tree is a tool which can be used to analyse and understand the problem we are working on. The tool is important to identify a problem that is not too big and can be influenced. It also allows us to identify root causes and consequences of the problem. The facilitator stressed that the first step in advocacy is problem identification, which is finding a primary problem you want to address and find out its causes. The second step is to identify which of these causes you would address and with what interventions. Advocacy requires in-depth research and understanding of issues in order to convince those in positions of influence and influence the changes we want to see. As such, the problem tree technique is helpful when analyzing the nature of problems faced by residents in communities which they live.

The participants identified poor electricity supply as one major problem in Masvingo and the problem was used by the facilitator to illustrate the problem tree analysis technique.

Trunk: The trunk of the tree represents the problem. In this case, it is the poor supply of electricity

Roots: Represents the root causes of the problem. The question; ‘Why do we have this problem?’ should be asked. The participants cited root causes such as the mismanagement of funds by the power supplier, failure by residents to pay for electricity, residents not having money as a result of the lack of stable sources of income due to deindustrialisation. The

emphasis is that in order to have an in depth analysis of the root causes of the problem, one should continue to ask the “Why” question. By doing so, more sub root causes can be identified.

Branches/leaves: These are the consequences of the problem. The figure below illustrates the concept of problem tree analysis concept using the general problem that was identified by the local leaders.

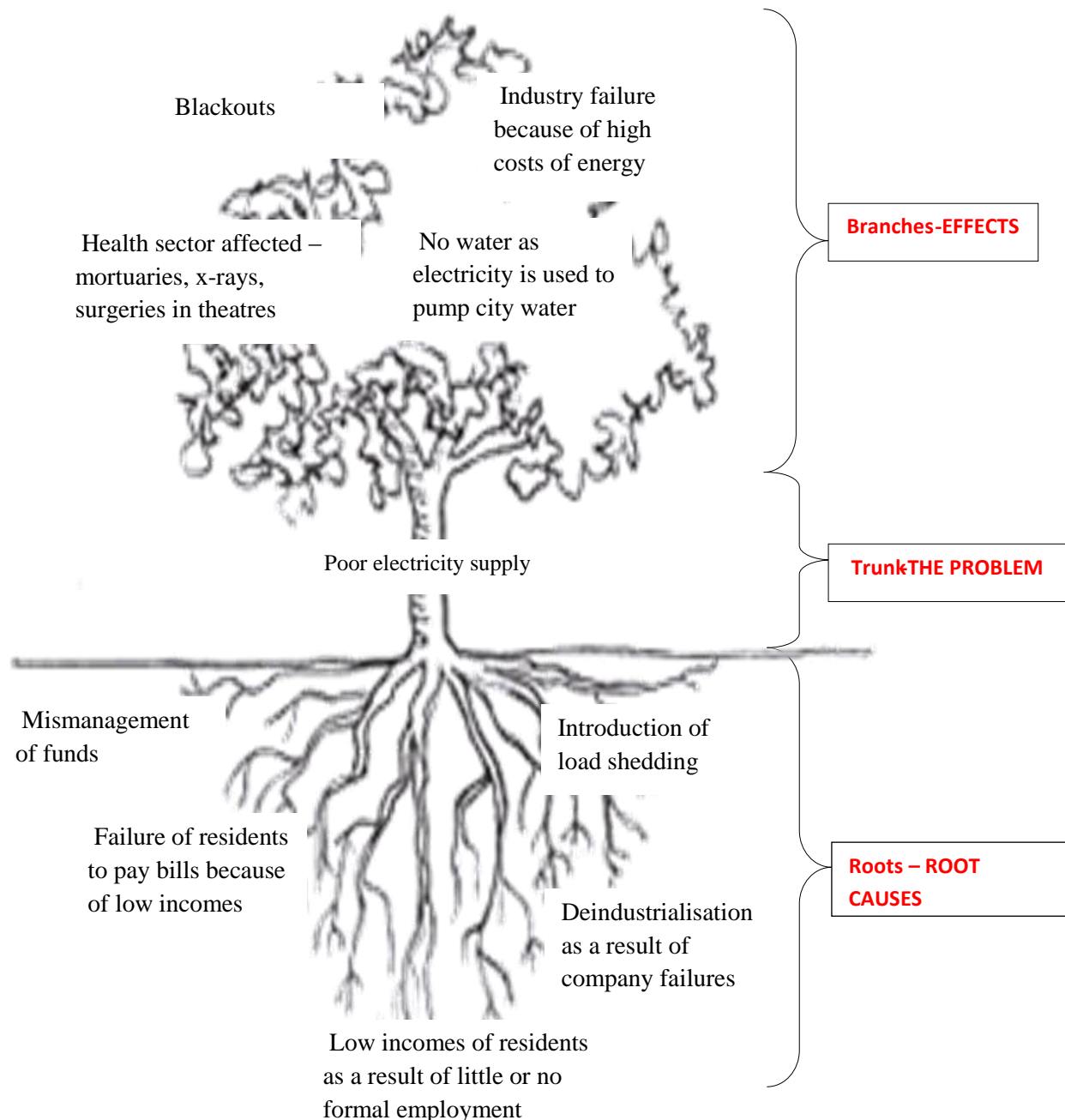


Figure 1: Problem Tree – Poor Electricity Supply

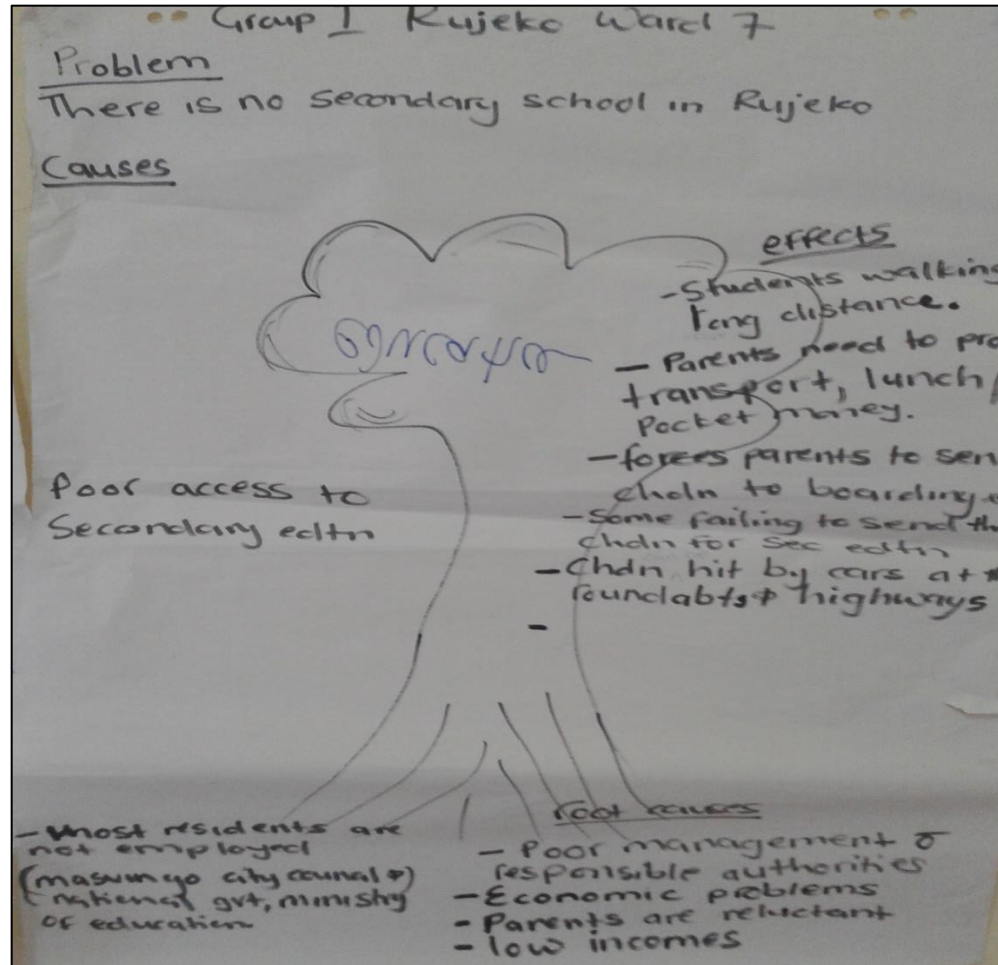
Group work: Problem tree

Five groups were formed with each group having an average of 5 participants. The facilitator asked each group to choose suburbs to represent. Each of the five groups was tasked to identify one major problem affecting residents in the suburbs they represented and develop a problem tree. The table below shows the three groups, suburbs represented and the major problem(s) identified.

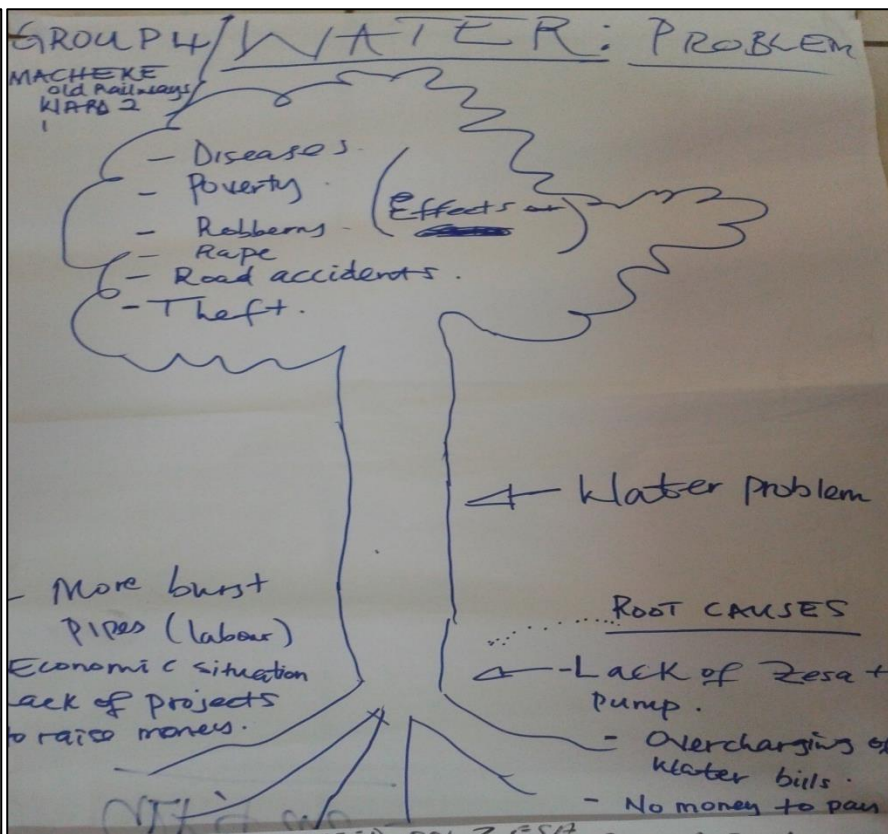
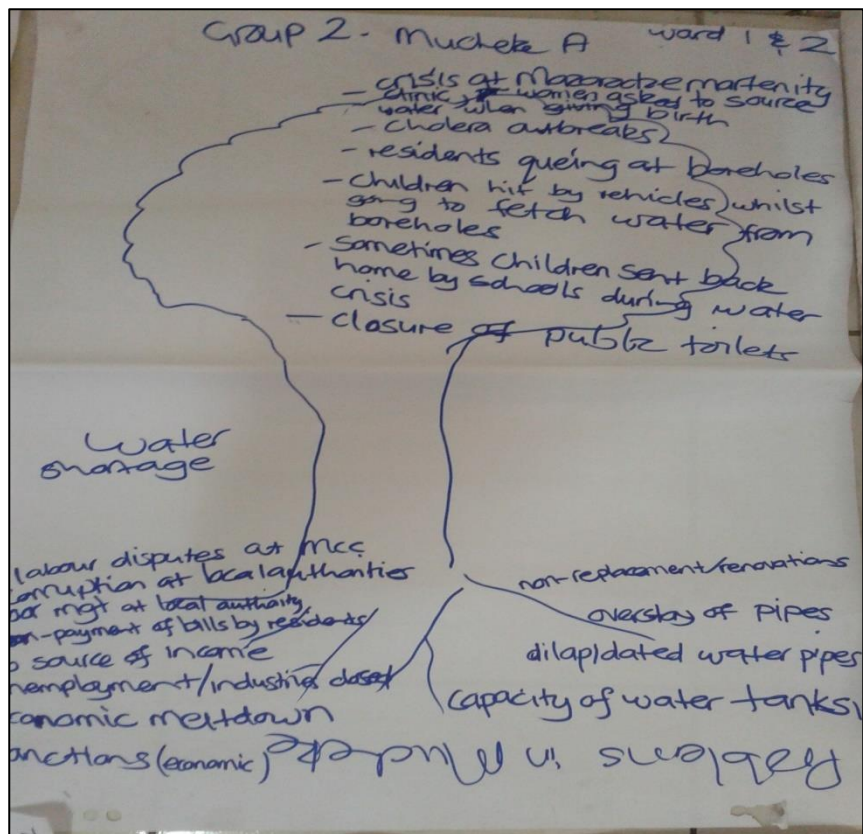
| Group | Wards | Suburbs | Major Problem |
|-------------|-------|-----------|--|
| Group 1 | 7 | Rujeko | Lack of a high school in the area. Poor education |
| Group 2 & 4 | 1, 2 | Mucheke A | Water shortages |
| Group 3 | 3, 5 | Mucheke | Excess load shedding |
| Group 5 | 6 | Hillside | Poor Maternal Health Care facilities |

The groups presented their work in plenary as illustrated below.:

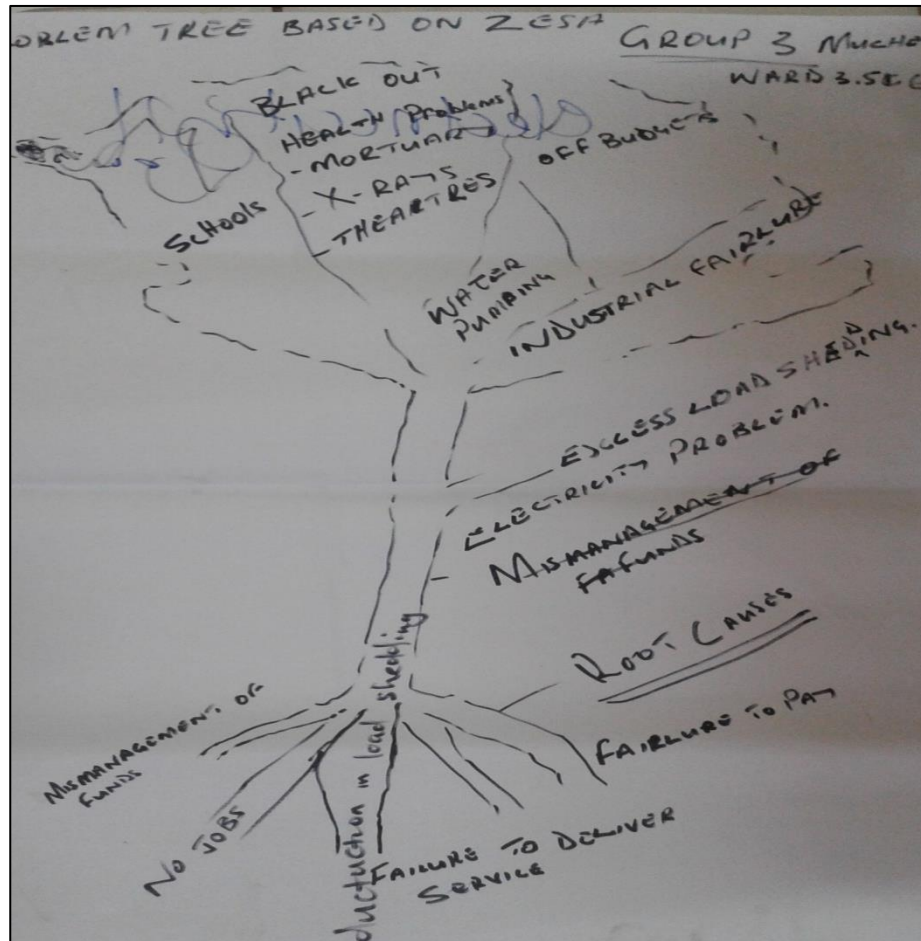
GROUP 1: POOR ACCESS TO SECONDARY EDUCATION



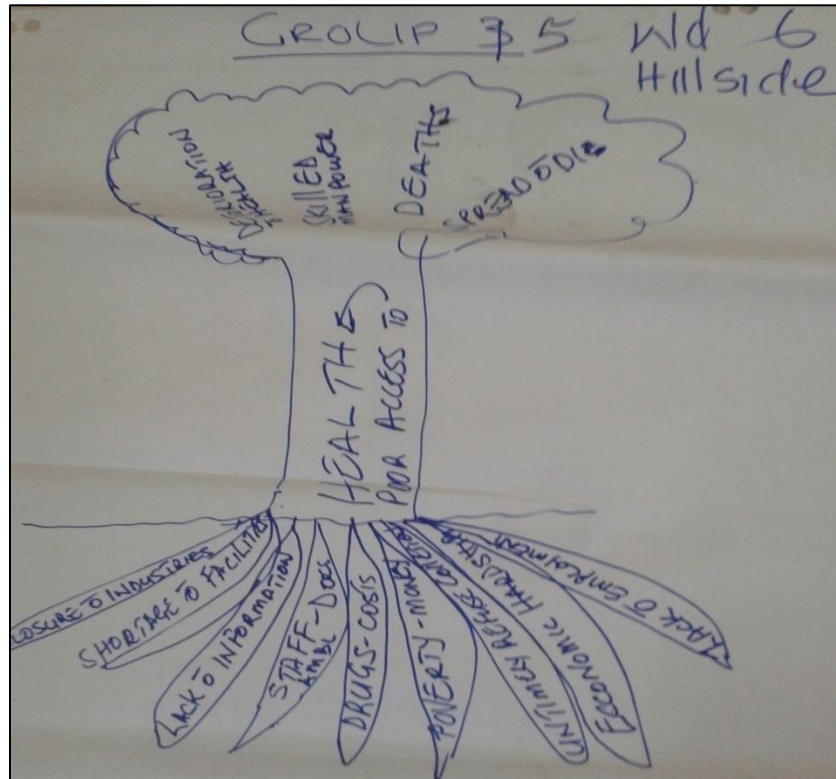
GROUP 2 AND 4: WATER SHORTAGE



GROUP 3: POOR ELECTRICITY SUPPLY



GROUP 5: POOR ACCESS TO HEALTH CARE



Target group

After the identification of problems, the next step was to identify the target group for the advocacy initiative. Identifying a target group is ascertaining who you want to influence and who is able to affect the change you want to see. In the case of the community, the target group can be individuals, organisations or public institutions. The identification process also includes classifying allies as well as opponents. After identifying the target group, then a stakeholder and power analysis to further decipher which stakeholders the residents will approach.

Stakeholder and Power Analysis

Three main groups of stakeholders:

- Target audience: the people you are trying to influence
- Those affected by the advocacy issue – supporters and opponents
- Potential supporters

The workshop facilitator described Stakeholder and Power Analysis (SPA) as a technique used to identify the key stakeholders who have to be won over for an advocacy initiative. The first

step in this process is to identify all the important stakeholders. The next step is to assess their power or level of influence and agreement with your views. This enables the community to identify who to focus on and who to ignore in the advocacy exercise. To make this clear, the facilitator gave an example of a resident who may have a high level of agreement with the advocacy issue whilst having a low level of influence in decision making. However, the facilitator emphasized the need to consider both the visible and the hidden power when carrying out the Stakeholder – power analysis assessment. For example, the residents, although not endowed with decision making authority and individually they may not have much influence, the moment they band together, their influence increases. The local leaders were introduced to the ‘Power Analysis Matrix’ as shown in Figure 2 below

| | | | | |
|---------------------------|---------------|--|------------------------------|---|
| LEVEL OF INFLUENCE | HIGH | Powerful stakeholders (Most likely to oppose/resist) | Powerful stakeholders | Potential partners (or gatekeepers) |
| | MEDIUM | Can they Become allies? | Powerful stakeholders | Potential partners |
| | LOW | Ignore | Ignore? | Potential partners |
| | | LOW | MEDIUM | HIGH |

LEVEL OF AGREEMENT WITH OUR VIEWS

Figure 2: Stakeholder Power Analysis Matrix

Group work

Following the presentation on Stakeholder and Power Analysis, participants went back to their respective groups. The facilitator tasked each group to identify one root cause of problems that they had identified earlier from problem tree diagram and develop an advocacy issue. Afterwards, each group was supposed to come up with a stakeholder Power Analysis Matrix. In doing this exercise, the groups were guided by the following questions:

- What is your Advocacy issue?
- What specific changes do you want to see?
- Who makes the decisions concerning your issue?
- Who can influence the decision making process?

In plenary the four groups presented the stakeholder and power maps that they had developed. Below are the stakeholder power matrixes which the groups presented in plenary.

Group 1: Rujeko

Advocacy issue: Improving Secondary Education in Rujeko by 2016

Specific changes to see: The building of a secondary school by 2016

Target Group: Ministry of Education, Councillors, Town Clerk, MURRA, Residents, Business Community, potential funders such as churches, District Administrator (DA)

Group 1's Stakeholders Power Analysis Matrix

| | | | | |
|--------------------|---------------|--|--|--|
| LEVEL OF INFLUENCE | HIGH | <ul style="list-style-type: none"> • Town Clerk | <ul style="list-style-type: none"> • Refuse cleaners team • Councillors | <ul style="list-style-type: none"> • Residents Association |
| | MEDIUM | <ul style="list-style-type: none"> • District Administrator | <ul style="list-style-type: none"> • Ministry Education • Councillors • Churches e.g. Roman Catholic, Dutch | |
| | LOW | | <ul style="list-style-type: none"> • Business community | <ul style="list-style-type: none"> • MURRA • Residents |
| | | LOW | MEDIUM | HIGH |
| | | LEVEL OF AGREEMENT WITH OUR VIEWS | | |

Group 2: Mucheke

Advocacy issue: Improving the water supply.

Specific Changes to see: The maintenance of a second pump to allow for more water to be pumped to Masvingo town.

Target group: Residents, Ward councilors, the council and the Management, Ministry of local government, MURRA

Group 2's Stakeholder Power Analysis Matrix

| LEVEL OF INFLUENCE | | | |
|-----------------------------------|-----|--------------------------------|--------------------------------------|
| | LOW | MEDIUM | HIGH |
| | | | |
| | | | |
| HIGH | | • Minister of Local government | • Councilors • Council management |
| MEDIUM | | | • MURRA |
| LOW | | | • Residents |
| LEVEL OF AGREEMENT WITH OUR VIEWS | | | |

Group 3: Mucheke

Advocacy issue: Shortage of Electricity

Specific changes to see: Equal distribution of electricity in all residential areas

Target Group/ Audience: Zimbabwe Electricity Transmission Distribution Company (ZETDC) management, Residents, MURRA, Councillors, Members of Parliament (MPs), District Administrator (DA), Resident Minister

Group 3's Stakeholder Power Analysis Matrix

| LEVEL OF INFLUENCE | HIGH | • Minister of Energy | • Resident Minister | • ZETDC Eastern Region Manager |
|--------------------|--------|-----------------------------------|--|--------------------------------|
| | MEDIUM | | • Provincial Administrator (PA) • MPs | • Residents • MURRA |
| | LOW | | • District Administrator (DA) | • Councillors |
| | | LOW | MEDIUM | HIGH |
| | | LEVEL OF AGREEMENT WITH OUR VIEWS | | |

Group 4: Hillside

Advocacy issue: Maternal Health and Child Care

Specific changes to see:

- Availability of maternal information at all clinics
- Women not to bring their own water to hospital when close to giving birth.

Target Group

- Pregnant women, local authority's health department, Chief Health Officer (CHO), District Nursing Officer (DNO), Provincial Medical Director (PMD), Town Clerk, Councillors, Community Based Organisations such as Women Action Group (WAG),

Community Working Group on Health (CWGH), National Association of Non-Governmental Organisations (NANGO), MURRA, District Aids Action Committee (DAAC), Environmental Management Agency (EMA), Town planner/Engineer and residents.

Group 4's Stakeholder Power Analysis Matrix

| | | | | |
|--------------------|---------------|--|--|--|
| LEVEL OF INFLUENCE | HIGH | <ul style="list-style-type: none"> • Council management | <ul style="list-style-type: none"> • Councilors | <ul style="list-style-type: none"> • Town Clerk • PMD • Residents • NANGO |
| | MEDIUM | | <ul style="list-style-type: none"> • DAAC • DNO • EMA | <ul style="list-style-type: none"> • MURRA • PRFT • CWGH • WAG • Pregnant Women |
| | LOW | | <ul style="list-style-type: none"> • CHO | <ul style="list-style-type: none"> • Permanent Secretary |
| | | LOW | MEDIUM | HIGH |
| | | LEVEL OF AGREEMENT WITH OUR VIEWS | | |

Day 1 Evaluation

An evaluation exercise was conducted to enable participants to make their own assessments on the proceedings of day 1. All participants (100%) indicated that they were excited with the proceedings of day 1 and were looking forward to the second day of the training. There was however a challenge of lack of water at the ZCTU offices as this was city wide problem

DAY 2 Proceedings

Opening and Recap

The day started with a song and opening prayer from Mrs. Sakadzo. This was followed by a recap exercise in which all participants took part. Each participant had to at least say one lesson that they got from the previous day

Advocacy Strategy

In order to strengthen the recap and bring more clarity, the facilitator gave participants the eight stages to carry out an advocacy strategy. These were given as:

1. Selecting a problem/ issue
2. Analysing and researching the problem/ issue
3. Developing specific objectives for your advocacy work
4. Identifying your targets
5. Identifying your resources
6. Identifying your allies
7. Creating an action plan
8. Implementing, monitoring and evaluating

Key Message and Action plan

The facilitator went on to present on key message and action planning. The facilitator emphasized on key steps that need to be followed in developing an advocacy strategy. These steps are;

- Identification of a community problem and the changes you want to see,
- Developing an advocacy message and action plan.

The facilitator elaborated that an advocacy message should be simple, clear, and persuasive. There is need to state what you want to happen. The key advocacy message should also reflect the advocacy objectives and should be tailored to target audiences.

SWOT Analysis

The facilitator introduced the SWOT analysis to the participants. In his presentation, the facilitator mentioned that the SWOT analysis should be done on each and every advocacy messages / objectives that can be developed. The facilitator also emphasized the need to have

SMART objectives. After coming up with a key advocacy message, an action plan should be developed.

Action plan

A sound advocacy strategy should have an action plan which identifies activities to be done and persons responsible for the carrying out the agreed activities. Activities should come out of the issues and objectives identified. Key questions to ask when formulating an activity plan are;

- What has to be done?
- Who will do that?
- When will it be done?

Activities should be linked to capacity that can be either human or financial. Risk assessment of activities should be done. There is great need to be realistic about timescales and consider whether it is safe to carry out the activities. Lastly, the facilitator emphasized the need to have a monitoring and evaluation framework. Monitoring was defined as the systematic and routine collection of information from a project or programme. It involves checking the progress of the project or programme in terms of implementation and achievement of goals. Evaluation was referred to as an objective and systematic assessment of the extent to which expected changes / outcomes have been achieved. A monitoring and evaluation framework is very important in any advocacy work as it ensures effective and efficient utilization of available resources to achieve the intended outcomes and impacts. For example, if an advocacy strategy is monitored and evaluated, it becomes easy to identify specific changes that need to be effected for its success.

Group work

After the facilitator's presentation, the participants were asked in their groups to do a SWOT analysis on the advocacy messages that they had identified and to come up with a community activity plan. The table below shows the deliberations from the groups;

Table 1: SWOT Analysis for the 4 groups

| Group | Objectives | Strengths | Weaknesses | Opportunities | Threats |
|--|---|---|--|--|--|
| Group 1 (Rujeko) Ward 7 | To have a secondary school built in Rujeko by 2016 | <ul style="list-style-type: none"> • The presence of active residents to advocate for education • Cooperation from the business community, churches and residents | <ul style="list-style-type: none"> • Having fearful residents • Lack of income to fund the project as a community | <ul style="list-style-type: none"> • Elections resulting in new office bearers • New policies giving power to local authorities | <ul style="list-style-type: none"> • Communities may be considered biased to a certain political party. • Local communities may face resistance from the local authority |
| Group 2 Wards 1 and 2 | To have another water pump being maintained to allow for improved supply of water | <ul style="list-style-type: none"> • Residents will be in full support of this initiative | <ul style="list-style-type: none"> • Poor cooperation between residents and councilors, mayor and council management • Fear by residents to be vocal | <ul style="list-style-type: none"> • Change of office bearers • Change of policies that favour increased accountability and transparency • Change of management | <ul style="list-style-type: none"> • This may be viewed as a political issue |
| Group 3 Wards 3,5 (Mucheke) | To ensure equal distribution of electricity in all residential areas | <ul style="list-style-type: none"> • Vibrant residents association to advocate this issue • Cooperation from residents is very high | <ul style="list-style-type: none"> • Fear – residents can be fearful • Politicisation of the issue by council | <ul style="list-style-type: none"> • Elections resulting in new office bearers • New constitution and the devolution of power | <ul style="list-style-type: none"> • The residents association might be considered a political party. |
| Group 4 Ward 6 (Hillside) | To have the improved maternal health services | <ul style="list-style-type: none"> • Manpower in the form of residents • Support from MURRA • Evidence based approach through PRFT's BNB | <ul style="list-style-type: none"> • Economic hardships that make it difficult for residents to pay for health services as well as a poor government | <ul style="list-style-type: none"> • Basic rights enshrined in the new constitution | <ul style="list-style-type: none"> • The economy may further collapse as the indicators are not showing many signs of the economy improving • This may be viewed as political. |

Group activity plans

In their groups, participants came up with key activities that they committed themselves to undertake after the training workshop (**Table 2**);

Table 2: Activities identified by the groups

| Group | Follow-up activities | Who | Time frame | Resources Required |
|--|--|--|--|---|
| Group 1 Ward 7 (Rujeko) Education | <ul style="list-style-type: none"> Engagement meeting with residents to gain support To validate the site area for the secondary school through the Ministry of education offices in Masvingo. Advocacy committee meeting to selecting office bearers and drafting an advocacy paper. Engaging the Ministry of education offices in Masvingo to get more information on government plans with regards to the school site. Feedback meetings/ monitoring and evaluation review meetings with residents | BNB Committees and residents BNB Committees and residents BNB committees and residents | By 31 October 2015 By 31 October 2015 | |
| Group 2 Ward 2 and 4 (Mucheke) Water | <ul style="list-style-type: none"> Engagement meetings with ward councilors to monitor the progress of the installation of water pump acquired by council Doing a site visit to the place with the help of the engineer (monitoring) Compiling a monitoring visit report | BNB committees | By 30 October 2015 | Funds to facilitate the necessary logistics to have the engagement meetings |

| | | | | |
|---|---|--|--|--|
| | and engagement | | | |
| Group 3 Ward 3,5 (Mucheke) Electricity | <ul style="list-style-type: none"> • Conduct a research on the distribution of electricity in residential areas and reasons for the current distribution • Mobilization of the residents • Stakeholder meetings on the progress of this advocacy issue • Establishing relationships with the Zimbabwe Electricity Transmission Distribution Company (ZETDC) | Residents through MURRA MURRA Residents, MURRA Residents Association, MURRA | By the 31 October 2015 By 15 October 2015 Beginning end of October 2015 Starting October 2015 | Transport and communication funds to be in touch with the relevant stakeholders. |
| Group 4 Ward 6 (Hillside) Maternal Health | <ul style="list-style-type: none"> • Research on the current maternal services available at Runyararo Clinic • Monitoring of the factors affecting the provision of maternal health services • Submission of the report to the district health departments • Engage people with influence and community awareness on maternal health | BNB Committees and residents BNB Committees and residents BNB Committees and residents | By 31 November 2015 15 January 2015 By 31 December 2015 | Transport allowances to ensure a comprehensive research is carried out Transport allowances Stationary, money for photocopying, manpower |

BNB Committees Created

In order to have effective monitoring and evaluation of the activity plans, BNB committees were created in line with the four advocacy issues. These committees will be responsible for ensuring that the activities in the action plans are executed. It was however highlighted that sometimes the action plans may need to be changed in order to get the best results for the advocacy issue. As a result, the committees will then decide how to tackle issues as they arise. For example, the issue of advocating for the maintenance of second a water pipe was changed after the councilor clarified that the Masvingo City Council had already sourced the equipment to start the maintenance. The maintenance was said to be under progress at the time of the training. In response to this, the MURRA members formulated an advocacy plan around monitoring the maintenance steps. The members committed to do a site visit with the help of an engineer before giving its feedback report to the council.

The committee members are given below:

MATERNAL HEALTH

Committee Leader – E. Takaidza

Vice Committee Leader – S. Paradza

Committee members – E. Kondo, J. Mhungu, S. Mafuku, T. Manakani, N. Mapite

ELECTRICITY

Committee Leader – E. Mahomera

Vice Committee Leader – G. Marume

Committee Members – F. Dzivisai, P. Mutsiiri, S. Madzutu, N. Mapfumo

EDUCATION

Committee Leader – Mavis Machiya

Vice Committee Leader – Musara Chimbunde

Committee members – Paul Zimharo

WATER

Committee Leader: Constance Musekiwa

Vice Committee Leader: Monica Ben

Committee members: Z. Mukwati, Shamiso Siyavezva, Orbert Zhimaro

Workshop Evaluation

A workshop evaluation exercise was conducted and it showed that the expectations of the participants were met.

In winding up the workshop, the facilitator used some wool that participants threw at each other without dropping, as they shared their commitments after the training. This formed a web which symbolically represented the need for collective action in realizing the identified actions. Some of the participants' personal commitments were;

- To start implementing the agreed activity plans
- To mobilize other residents during the implementation of the community action plans
- To teach other residents on how to do advocacy work for community development
- To support the Residents' Association's advocacy work through the production of policy briefs on issues identified by the groups (PRFT programs officer)
- To do follow-ups and check progress during implementing of the action plans



After the last participant received the 'ball', a web was created in the training room. The facilitator explained that the web represented the network that has to be developed and

maintained in advocacy work. According to the facilitator, advocacy should not be a one-man band, but a shared responsibility. The workshop was officially closed with closing prayer from the Mrs. Siyavezva. Thereafter a group photo was taken (see photo below);



APPENDIX

List of Workshop Participants

| | Name | Organization/Ward | Designation | Contact Details | Email | Gender |
|-----|--------------------|---------------------|-----------------|-----------------|-------------------------|--------|
| 1. | L. Maronga | MURRA | Program Officer | 0777305977 | lmarongall@gmail.com | Female |
| 2. | M.Sikhosana | WCOZ | Chapter Chair | 0774442884 | Mthandazo2012@gmail.com | Female |
| 3. | Monica Ben | MURRA | Secretary | 0773896198 | | Female |
| 4. | Zvinatsei Mukwati | MURRA | Secretary | 0773998016 | | Female |
| 5. | Constance Musekiwa | MURRA | Member | 0776239869 | | Female |
| 6. | Paul Zimharo | MURRA | Vice Secretary | 0774416525 | | Male |
| 7. | Lydia Tasaranago | MURRA | Member | 0775600351 | | Female |
| 8. | Elvis Mahomera | MURRA | Member | 0777475014 | | Male |
| 9. | Wonder Chizororo | MURRA | Member | 0774333090 | | Male |
| 10. | Gary Marume | MURRA | Youth | 0775403629 | | Male |
| 11. | Obert Zimharo | MURRA | Member | 0773437562 | | Male |
| 12. | P. Mutsigiri | MURRA | Member | 0782021112 | | Female |
| 13. | S. Madzutu | MURRA | Treasurer | 0773429197 | smadzutu@gmail.com | Male |
| 14. | N. Mapfumo | MURRA | Chair | 0775107187 | | Male |
| 15. | T. Mamakani | MURRA | Member | 0782068881 | | Female |
| 16. | S. Paradza | MURRA | Member | 0772318673 | | Male |
| 17. | N. Mapite | MURRA | Consultant | 0775300667 | | Female |
| 18. | S. J. Mafuku | MURRA | Member | 0775684100 | | Male |
| 19. | G. Kurauone | Masvingo Council | Councillor | 0774009703 | | Male |
| 20. | Ketai Zvinonzwa | Consumer Council of | Secretary | 0776411580 | | |

| | | | | | | |
|-----|-------------------|------------------------------|--|------------|-----------------------|--------|
| | | Zimbabwe | | | | |
| 21. | Mavis Machiya | Consumer Council of Zimbabwe | Complaints Officer | 0771207860 | | Female |
| 22. | Dzivisa Firas | AAC | Member | 0775129719 | | Male |
| 23. | Shamiso Siyavezva | MURRA | Board Member | 0775023119 | | Female |
| 24. | Musara Chimbunde | MURRA | Member | 0776410166 | | Female |
| 25. | Takudzwa Muchairi | MURRA | Member | 0772424677 | | Male |
| 26. | Bother Dube | | Police Internal Security Intelligence (PISI) | 0773210510 | | Male |
| 27. | Thobekile Dube | | PISI | 0777565094 | | Female |
| 28. | G. Mtuda | MURRA | Member | 0772843991 | | Male |
| 29. | E. Takaidza | MURRA | Member | 0773298452 | | Female |
| 30. | Joyce Mhungu | Women Action Group (WAG) | Member | 0772776292 | joycemhungu@yahoo.com | Female |
| 31. | Eppifania Kondo | WAG | Member | 0778121398 | | Female |

Workshop Program

DAY 1

| | |
|---------------|--------------------------------------|
| 09.00 -09.30 | Welcome and introductions |
| 09.30-10.00 | Workshop expectations and Objectives |
| 10.00 – 10.30 | Identifying the problem |
| 10.30 – 11.00 | Break |
| 11.00 – 12.30 | Group work (Problem Tree) |
| 12.30 – 13.00 | Plenary |
| 13.00 – 14.00 | LUNCH |
| 14.00 – 15.00 | Stakeholder & Power Analysis |
| 15.00 – 16.00 | Group Work |
| 16.00 – 16.30 | Plenary |

END OF DAY

DAY 2

| | |
|---------------|-----------------------------|
| 09.00- 09.30 | Recap of previous day |
| 09.30-10.30 | Key message and Action Plan |
| 10.30 – 11.00 | Break |
| 11.00 – 12.00 | Group Work |
| 12.00 – 12.30 | Plenary |
| 12.30 – 13.00 | Round Up& Way-forward |
| 13.00 | Lunch & Departure |