



STAGE THREE WORKSHOP REPORT

Country: Zimbabwe
Council: Ruwa Town Council
Dates: 2 - 4 August 2010
Venue: Bronte Hotel



Participants at the Ruwa council COE workshop doing group work. Photo: Patricia Mahachi



UCAZ



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edings of the Centres of Excellence for Gender
ent stage three workshop held from 2 – 4 August
2010 at the Bronte Hotel with Ruwa Council

The purpose of the programme was to;

- Build participants understanding around key gender concepts.
- To empower participants around personal empowerment.
- Build capacity around issues of gender, democracy and good governance.
- Look at what makes good leaders through looking at transformative leadership.
- Look at key concepts like gender policy and planning concepts.
- Assist participants in understanding the importance and synergies around gender, the economy and budgets.
- Develop a Local Gender Action Plan .
- Develop a Local 365 Day Gender Violence Action Plan.
- Popularise the SADC Protocol on Gender and Development.
- Establish communication strategies for the GBV action plans.
- Inform councils about the collection of good practices for addressing GBV at the local level and in the Gender Justice and Local Government Summit.
- Assist councils in realizing the importance of making IT and the media work for them.
- And empowering women leaders around the Media Literacy tools.

See the full workshop programme attached as **Annex A**.

Over the three days, the workshop was attended by a range of council officials, councillors and MWAGCD representatives; in total 20 participants (14 men and 7 women); see **Annex B** for the full workshop participants list.

The Draft Ruwa Council Gender Action Plan that the participants produced is attached as **Annex C**.

The Draft Ruwa Council Gender Based Violence Action Plan that the participants produced is attached as **Annex D**.

The GBV messages/slogans/posters and calendar are attached as **Annex E**.

The participants evaluated the workshop as having been an enlightening workshop. A summarised version of the evaluation forms is attached at the end of this report as **Annex F**.

: comprehensive study of the impact of women in politics in Southern Africa. One of the key findings of "*Ringling up the Changes, Gender in Politics in Southern Africa*" was that local government is a sadly neglected area of the gender and governance discourse. Taking heed of this finding, GL conducted groundbreaking research in 2006/2007, *At the Coalface, Gender and Local Government* covering South Africa, Lesotho, Mauritius and Namibia.

A key finding of this study was that few practical steps have been taken to mainstream gender in this tier of government or to build the capacity of councillors to lead this process. The study has since been extended to nine countries. In terms of process, once the research reports have been written up, GL hosts launch and strategy workshops in the respective countries with key stakeholders and partners, ideally the local government associations of that particular country to map out a way forward of how to roll out the strategy and host Gender and GBV action plan workshops. The launches are then followed by Gender and GBV action plan workshops that are held at a provincial, regional or district, level to ensure that all councils have gender action plans.

In 2009, GL signed an MOU with Zimbabwe Local Government Association- ZiLGA (umbrella body covering UCAZ and ARDCZ). GL in collaboration with ZiLGA then embarked on a study to find out women's representation and participation in local government and to assess the conditions necessary to increase the representation of women in local government in Southern Africa, and to ensure their effective participation. Ruwa is one of the councils that took part in the study.

A strategy workshop was held in February 2010 in Kadoma and representatives from MWAGCD, MLGRUP, UCAZ, ARDCZ as well as other partners took part.

In March 2010 GL convened the first Gender Justice and Local Government Summit and Awards to gather evidence of institutional and individual initiatives to empower women and end gender violence. The recommendations of this event informed the need for councils to become Centres of Excellence for Gender Mainstreaming in Local Government to ensure that Councils have the necessary and support to address issues of gender across all spheres.

Process and activities

The 3 day training programme employed the "learning by doing" approach which enables participants to be involved in the activities. To this end the material makes use of role plays, exercises and relative and informative case studies that are used to provoke thought and discussions about the plan and work of Councils from a gender perspective.

Issues covered in the programme included personal empowerment, gender and planning concepts, including gender mainstreaming, sex disaggregated data and the gender management system. There were detailed sessions on some of the core of local government functions, including gender responsive budgeting, gender equality in service provision, land rights and urban planning, local economic development and violence against women. The full programme is attached as **Annex A**.

ed everyone and also thanked everyone for having taken their time off to be part of the programme. She also officially welcomed GL's Gender and Governance manager Abigail Jacobs Williams.

Official opening

The Town Secretary (CEO) for Ruwa – Ms Makombe, gave opening remarks. She highlighted that gender is an issue in local government and that such training programmes were a necessity.

Modules

There were detailed sessions on some of the core local government functions, including gender responsive budgeting, gender equality in service provision and gender based violence.

SADC Protocol

Participants did the protocol quiz and on average most people failed to get all the answers correct. They were then divided into groups and the groups came up with the following points with regards to the SADC protocol

Work already done to achieve targets in protocol:

- Training of local authorities on gender policies.
- Adoption of SADC protocol on gender development by government by government in October 2009 into law.
- Call for 50/50 representation in leadership position by government.
- Universal access to HIV/AIDS treatment and information to both sexes.

How the targets in the protocol be included in the work of Ruwa council:

- To have a gender desk within the focal person being aware of the protocol and producing reports that will filter down to the council and have clear resolutions made.
- Council recruitment should be gender sensitive.
- Have a 50/50 gender policy for councilors seating.
- To contribute in making the Urban Councils Act because of legal framework, sensitive to women so that they can participate.
- To educate the grassroots populace on the protocol so that when they select councilors they have the protocol in mind.

Popularization of the SADC Protocol as a council

- Sensation meetings at grassroots level for example ward levels schools.
- Sensitization meeting with stakeholders.
- Information, education and communication material on the SADC protocol.
- Use of poems, dramas and songs at public gatherings rallies including sports galas.
- Exchanged visits to other local authorities.

Key gender concepts

With this exercise, participants were engaged in a card swapping exercise that would help them define gender and sex; through this exercise participants were able to

occupations in relation to gender and sex. During
looked at stereotypes and the following were group
yed about men and women:

- Women are just objects, they do not think.
- Men are superior to women.
- Men are associated with strength, heavy jobs as a symbol of strength while women are viewed as attractive, a symbol of beauty.
- Women should be submissive, caring and family oriented.
- Men are holy while women are viewed as sinners.
- Men are bread winners and backbone of the family while women are viewed as sex objects.
- Women are also viewed as dirty and cursed.
- Men are viewed as physically strong with more authority.
- Men are intelligent while women are dull.
- Only men can propose to a woman.
- Men who have more than two wives are viewed as wealthy while women are viewed as prostitutes.

Gender and governance

Module three on gender and governance saw participants doing group exercises on women's representation, participation and transformation. The groups engaged in songs, drama and managed to bring out real situations happening in councils. Discussions included barriers to effective participation and how these can be overcome. According to the group discussions, the following are the some of the barriers:

Barriers to participation

- Violence.
- Sex roles for example -pregnancy, breast feeding.
- Unfriendly regulations.
- Resources constraints.
- Lack of proper information dissemination
- Stereotyping.
- Fear of the unknown.
- Men's world (traditionally) survival of the fittest.
- Cultural aspects- women not born leaders.
- Exposure/capacity.
- Women are jealous towards one another, hence they don't support each other- pull her down syndrome.
- Women usually regarded as sex objects, and notion that women political aspirants are prostitutes.
- Women are seen as inferior.
- Women have no time for civic duties as they are mainly caregivers.



**E. Chidakwa- Ruwa Council Town Planner
making a presentation at Ruwa COE Workshop.
Photo: Priscilla Maposa**

The following were some of the ways which were noted as ways to enhance effective participation:

- Resource mobilization-political parties and well wishers.
- Training which gives confidence to women.
- Quota system.

... women.

... was that such sentiments discourage women from participating in political decision making.

Transformative leadership

What do communities expect from their leaders	How can communities contribute to good leadership	What are problems associated with leadership
<ul style="list-style-type: none"> • Accountability. • Transparency. • Responsibility. • Honesty. • Integrity. • Feedback. • Knowledgeable. • Exemplary behaviour. • Effectiveness. • To deliver. • Unrealistic expectations. • Accountability. 	<ul style="list-style-type: none"> • Making suggestions. • Being supportive. • Participation-attending meeting. • Feedback. • Demanding results based. • Mobilising support for leaders. • Involvement. • Positive criticism. • Complements on good or positive achievements. 	<ul style="list-style-type: none"> • Lack of support. • Lack of resources. • Fatigue. • Ignorance. • Lack of knowledge. • Resistance to change. • Apathy. • Bad publicity. • You cannot please everyone. • Suspicion and lack of trust. • Negative criticism. • Limited resources to meet expectations.

Gender policy and planning concepts

Participants again were given exercises to do in groups on practical and strategic gender needs, gender blind, gender neutral and gender aware policies, gender mainstreaming, sex disaggregated data and gender budgeting.

They defined practical gender needs:

- Deals with limited range of issues.
- Relate to basic needs.
- Addresses immediate needs.

Strategic gender needs were defined as:

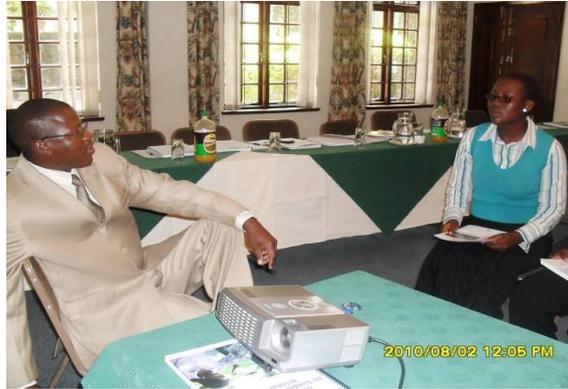
- Addresses long term needs.
- Deals with a wider range of issues.

On sex disaggregated data, participants came up with following points:

- Women lowly represented both as councillors and as employees of councils.
- Women lowly represented in top positions.

The participants (who had not scored their council before) were given an institutional score card to measure the gender sensitiveness of their council based on their current situation. The scorecard can be used as baseline data against which they measure the progress of their councils at a later date. From the ratings that were given, the average score came out to be 43% and it was clear that there were gender imbalances in the council as the rating indicated big loopholes in all areas. This implies that council was not mainstreaming gender in its activities as well as it should be.

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group exercises which ensured that the workshop was participatory. The use of group work proved to be an effective training method. There was much interaction, debates throughout the workshop, the participants felt free to express their views.



Participants engaged in a role play- Ruwa COE workshop.
Photo: Patricia Mahachi

Outcomes

- Gender built into policy and practise at local level, and that councils identified the need to have gender built into policy and practise at local level.
- An increased knowledge and awareness on mainstreaming gender at the local government level through on the training on key gender topics like gender analysis and budgeting, media literacy and transformative leadership.
- The two local associations are empowered around these processes and takes ownership of these processes, in turn creating enabling platforms for replication of this process with other councils.
- Communities and councils are informed and empowered around the SADC Protocol through the village level workshops.
- Communities are engaged and included in the planning for activities for the upcoming *16 Days*.
- Practical good practises for the next local government and gender justice summit are identified at an early stage and therefore the documentation and verification process can start early.

Way forward

The GAP was finalised and it was agreed the action plan was going to be presented to the full council meeting for adoption.

Closing remarks

The council chairman thanked Gender Links as well as the participants for making the workshop a success. She encouraged all the councillors to implement what they had learnt and always refer to the manual for guidance.

Outputs

- Ruwa Council Gender and GBV Action Plan.

OGRAMME
Policy and implementation workshop
Ruwa Town Council
Venue: Bronte Hotel
Dates: 2-4 August 2010

DAY/TIME	ACTIVITY	WHO
DAY ONE:		
8:00 – 8:15	Registration	GL
8:15 – 8:30	Introductions	Ruwa-Town Secretary
8:30 – 8:45	Opening	Ruwa -Council Chairman
8:45 – 9:15	Objectives <ul style="list-style-type: none"> To provide background and agree on objectives for the workshop To develop guidelines of participation Eyes and ears 	GL
Key gender concepts		
9:15 – 10:15	Sex, gender and stereotypes	GL
10:15 – 10:45	<i>TEA</i>	
10:45 – 11:45	Group work on Challenging stereotypes; Internalising oppression	Group
Gender and governance		
11:45 – 13:00	Access, participation, transformation, transformative leadership: At the Coalface: Gender and Development	GL
13:00 – 14:00	<i>LUNCH</i>	
14:00 – 15:00	Report back – Debate	Group
15:00 – 15:30	Transformative leadership	GL
15:30 – 16:00	<i>TEA</i>	
16:00 – 17:00	Transformative leadership (continues)	GL
17:00	CLOSURE	
DAY TWO:		
8:00 – 8:30	Reflections, Eyes and ears	Group
Key gender planning concepts		
8:30 – 10:00	Practical and strategic needs	GL
	Group 1: Gender mainstreaming Group 2: Sex disaggregated data Group 3: Gender responsive budgeting Group 4: Gender equality in service provision Group 5: Gender management system	Group
10:00 – 10:30	<i>TEA</i>	
10:30 – 13:00	Gender, the economy and budgets	GL
13:00 – 14:00	<i>LUNCH</i>	
14:00 – 15:00 -	Draft gender action plan framework	GL/group
15:00 – 15:30	Group 1: Governance	
15:30 – 17:00	Group 2: Gender in existing programmes: Economy, procurement, housing, transport, utilities	Group
	Group 3: Gender in existing programmes: Health, HIV and	Group

		WHO
	mental health, social development	
	Group 4: Employment practices and environment	Group
	Group 5: Gender management system	Group
17:00	CLOSURE	
DAY THREE		
8:00 – 8:30	Reflections, Eyes and ears	Group
Localising plans to end gender based violence		
8:30 – 9:30	Key GBV provisions in the SADC Protocol on Gender and Development	GL
9:30 – 10:30	GBV as a key service delivery issue	GL
10:30 – 11:00	<i>TEA</i>	GL
11:00 – 13:00	Developing a plan to end GBV	GL
13:00 – 14:00	<i>LUNCH</i>	GL
14:00 – 15:00	Communicating local GBV action plans	GL
15:00 – 15:30	<i>TEA</i>	
15:30 – 17:00	Developing messages and slogans for the campaign	GL

Annex B:

**Event: Stage 3: Council Level Policy and Implementation workshop
Country: Zimbabwe
Venue: Bronte Hotel
Date: 2-4 August 2010**

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Attendance statistics by gender:

Females	7	35%
Males	13	65%
TOTAL	20	100%

Annex C:

GENDER AND GENDER BASED VIOLENCE ACTION PLAN FOR RUWA COUNCIL

The fields to be completed are:

- **Who** – who/ which department/s will responsible of the action?
- **What is the baseline data** - what is the starting point, answer the questions?
- **What is the target / indicator** – what is the ultimate goal of the council and how will achievement of this goal be measured, answer the questions?
- **When** – what is the timeframe in which this should be completed?
- **Budget** – what is the budget required for this action to be completed?

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
GENDER POLICY FRAMEWORK						
Increase council’s level of awareness around national, regional, international commitments that the country has made especially the SADC Protocol on Gender and Development and the National Gender Policy	Councils should have standard training on national, regional and international commitments made by the country at each induction session of new staff.	WAG WIPSU Gender Links ZWALA Gender focal person	Training/Workshops etc by the listed organisations.	Council, Ward Coordinators and ward focal persons.	By 2010	US3000
	Setting of Gender Committee, Employ Focal Person and set counselling and liaison office.	Council	Gender focal person	All the three in place	By 2010	
Ensure that there is there is a gender policy in the council and it is implemented.	Advocate for the development and implementation of a gender policy for the council.	CEO, Council	Gender workshop Links	Policy document and resolution number.	By December 2010	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
Gender issues are given a high political profile by the Council and has a political champion	Provide training for key councillors on gender issues to ensure that gender issues are championed by key politicians.	Gender Committee	Gender Committee	Implementable resolutions	Ongoing	
I. GOVERNANCE						
Representation						
To increase the representation of women councillors in the next elections to ensure that the SADC target of 50% women in local government is achieved by 2015.	Ensure that there are equal numbers of women and men councillors in the council through advocating for 50/50 quota	All political parties	One lady councillor	Four lady councillors by next election	2013	
	Lobby that there are equal numbers of women and men in decision-making positions in council, Mayoral committee, chairs of committees etc.	Councillors				
	Ensure that there is gender balance on all community committees.	Councillor	Gender sensitive wardcos.	50-50% representation in all wadcocs	January 2011	
To ensure that women are equally represented in leadership positions in the Council.	Compile and update statistics on women in leadership positions in local government including management and other committees.	Council, CEO and others in those positions	Woman CEO, Director of finance, Gender focal person etc.	Increase women managers.		
	Encourage women to participate by mentoring and coaching them into these roles					
To educate communities and raise awareness about the importance of women's eq	Raise awareness in communities on the importance of women being equally represented in local	Those trained above	Wardcos, Wards	Increased women representation Reduced gbvs	Jan 2010	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
Rural representation in local councils	politics and the importance of voting for women.					
	Host sensitisation programmes and hold dialogues that address the causes of 'pull her down' syndrome to promote better understanding of this phenomenon					
Participation						
To increase participation by women because their concerns are often side-lined or overshadowed by political party concerns.	Ensure that women and men participate equally in council meetings.	chairman	The lady councillor	The lady councillor to become vice chairman	2011	
	Ensure that women have an influence on decisions taken by the council.	council	Council			
	Network with other local, national and provincial women's caucuses.	council		Active participation in WILGov		
To empower women councillors to articulate what are regarded as "women's issues."	Conduct a skills audit of women's councillors.					
	Induction programmes for new councillors with follow up refresher courses.	Council		Allow the lady councillor to make final decision on issues that affect women	ASAP	
To empower men on gender issues and mobilise their support.	Host gender training workshops for male and female councillors and officials.	Council	Gender links workshop	To have more workshops. Visit best practices	By December 2011	
	Host monthly gender dialogues with male councillors and officials.					
Public participation						

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
To ensure that women and men participate equally in community matters	Collect, disaggregate and analyse data on communities.					
	Encourage men to participate in public meetings and on issues that are traditionally considered to be only of concern to women.	Management and Councillors	Assistant gender focal person who is male	Community committees	Mid 2011	
	Educate, inform and disseminate information in indigenous languages on issues that affect women such as utilities, payment of bills, housing opportunities, contracts and employment opportunities and HIV and AIDS	Councillors and Management	DAAC, GBV Committees, Admin Manager, Gender focal persons, existing ward focal persons	20 community meetings	By mid 2011	
II. PLANNING						
To ensure that targeted planning and service delivery takes place in the council women are consulted equally in policy-making processes.	Ensure targeted gender planning and service delivery takes place in the council	Gender committee	Gender Committee and Gender focal persons	Gender based plans	2011 budget	
	Ensure strategic objectives of the Council explicitly mention gender.	council	Strategic plans and current gender action plan	Review strategic plan via participatory approach	New strategic plan by Sep 2011	
	Ensure that there are gender indicators in all plans.	Gender committee	Gender committee and two focal persons	Review all other plans to incorporate gender issues	By end 2012	
	Information is collected from women about their constraints, opportunities, incentives and needs and women are consulted in the drawing up of plans and policies.	Focal Persons	Focal Persons	Information incorporation in plans. Comparative statistics available	Dec 2011	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
To ensure that women are consulted about their needs when drawing up plans for the council.	Adapt the vision and mission statement of the council to ensure that it is gender aware.	Secretary	Current mission statement	Reviewed mission statement	December 2010	
	Consult with both women and men when drawing up plans.	Gender focal persons	Current plans	Review	2011	
	All units and departments should include gender indicators in their business plans.	HODs	Focal persons	Review of Current business plans and Keeping statistics	April 2012	
	Conduct surveys prior to planning to determine the needs of both women and men.	Focal Persons	Gender links baseline data	Gender statistical data and community's needs assessment reports eg Strategic plans	Dec 2012	
	Councils should administer customer satisfaction surveys that are disaggregated and analysed according to gender.	HOD	Nil	To come up with survey forms	Dec 2010	
III. GENDER IN EXISTING PROGRAMMES						
Security and emergency services						
To address issues of safety within communities that affect women disproportionately especially in informal settlements.	All streets should be named so that emergency services can locate women who call for assistance	Council	Most streets named	Erect road name signs	Feb 2011	
	Establish community policing posts	Council	Municipal Police and ZRP. WADCO	9 Reporting centres established	Dec 2011	
To educate women and to raise awareness, especially of women-headed households in informal settlements, who suffer disproportionately as a	Awareness programmes that target women, on the prevention of fires. Train community members on how to prevent disasters and					

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
result of fires that destroy their homes and livelihoods.	to handle emergencies, including first aid.					
The economy and job creation						
To facilitate equal employment opportunities because women are disproportionately affected by high levels of unemployment	The council has a local economic development plan that targets women entrepreneurs as key beneficiaries	Council	Mission statement	Revised mission statement and increase women %age to 40%	By Dec 2012	
	Ensure that women and men benefit equally from informal trading facilities in the council.	Council	Informal sector facilities	50 – 50 representation	By Dec 2013	
To obtain sex disaggregated data on unemployment levels in local authorities	Conduct surveys, collect data and analyse it in conjunction with NGOs and CSO	Focal persons	Nil	Statistical data	By 2013	
To promote equal representation of women in the tourism industry	Facilitate development and entry of women into the tourism industry e.g. Provision of land to women in the industry	council	Nil	Allocate land for tourism projects	By Dec 2013	
Procurement						
To ensure that women benefit equally from the procurement process which they have historically been excluded from.	The council has a procurement policy that sets a target for increasing the number and value of contracts received by women.	Council	The small percentage of women who have benefited from allocations	Organised women groups participating in various projects and programs	By June 2014	
	Implement and monitor quotas for women for the awarding of council contracts					
Poverty eradication						

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
To develop a gender sensitive strategy to address the high levels of poverty that affect mainly women especially women headed households and align it with the planning unit in the Ministry of Finance	Facilitate the implementation of income-generating activities, improve resources allocated and implement monitoring and evaluation systems Train women on project management and sustainable livelihoods and how to access CDF and network with NGOs	Chairman and CEO	PDCs and Provincial Councils	Adoption and financing of 40% of programs submitted	By Dec 2012	
	Liaise with and support CBOs and NGOs already working with poor households.	Council	NGO already in the area and few organised community groups	Three viable and functional groups	By July 2012	
Business support						
To promote women's participation in the business sector where they are poorly represented	Link women's small businesses with opportunities in the value chains of growth sectors.	Gender Committee	Small number of women operating businesses. Women empowerment groups existing	Increased allocations of business stands to women. Identify three resource groups	By June 2012	
	Encourage public and private business partnerships.	Council	Existing PPP in water and Informal Sector	Extend 30% of the next PPP to women players	June 2013	
To empower women entrepreneurs through business skills and support	Facilitate skills development, access to information and finance, and business support for poor women.	Councillors	WARDCOs, Training centres available, Limited finance through banks, Sedco and Min of Small and Mid Enterprises	Ten Trained women entrepreneurs	By Dec 2012	
Informal sector						
To promote equal access to	Link women to growth sectors.	Council	Women empowerment	Brochures and		

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
markets.			groups, Women affairs, gender links etc	information disseminating pamphlets	By June 2013	
	Prepare pamphlets, advertising, posters, logo etc.					
	Engage in campaigns to raise the profile of gender e.g. Women's Day; Father's Day, Sixteen Days campaign.	Gender Focal persons	Community gender focal persons.	Observation of days of activism and commemoration	As and when observance takes place nationally and internationally	
INFRASTRUCTURE						
Housing						
To promote the equal right of women to housing	Data base to capture marital status including customary marriage. All transactions on property to be inclusive.	Housing	There is 70% effort towards ensuring women 's rights are guaranteed.	Enshrine policy that accepts customary marriage.	End of 2010	Us2000
To ensure that women's needs are taken into account because they are mostly affected by inadequate housing.	Disseminate information on housing issues Acquire land for urban housing.	Council Planning dept	10% aware no land for urban expansion	Increase awareness by 50% Demystify documentation (user friendly) 2 farms	2012	us500 upfront payment
Water, sanitation and electricity						

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
To ensure constant water supply to the community To ensure proper disposal and management of liquid waste	Complete third phase of the water treatment plant	Engineering and finance	Treating capacity of 7.5 mg/day	Increase the pipeline diameter fro Nora Valley dam to 525ml ac from the current of 200ml ac	2012	Us3.7m
	Mobilise financial resources to upgrade sewage treatment works Women are involved in the planning, management and maintenance of these services and facilities.	And engineering finance	No sewer ponds, direct emission into the river. Pumping equipment or plant down	New sewer ponds Rehabilitate all sewer pumps Social engineering education	2012 2011 end of 2010	150000 us30000 us500
Ensure availability of power supply	Ensure that women are consulted prior to the provision of services. Engage Power Supply Authority for networking Subdivision permits to include power supply infrastructure provision	Health dept Engineering dept Engineering dept	50% of the town not connected to power supply	80% power supply connection	2011	Us400
Environmental health						
To involve women, as key stewards of the environment, in environmental preservation projects or making business ventures from the	Women are consulted in the management of waste.	council	Refuse bins being sold to households	30% households to purchase refuse bins	2011	Us4500
	Women and men benefit equally from business opportunities in this sector.	council	50 involved in recycling	Make sure each ward has at least 50 members	2011	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
environment.						
HEALTH						
Ensure health facilities are accessible to women	Fully established maternity facility	Health ,finance depts	Procurement of equipment underway	Maternity facility fully operational	End of 2010	Us30000
HIV and AIDS						
Prevention						
To establish the gendered dimensions of HIV/AIDS and raise awareness on the disease in the council.	Ensure that council keeps gender disaggregated data on HIV/AIDS	Administratio n dept	There is an HIV and AIDS Coordinator	Workplace awareness workshops	Mid 2011	
	Develop gender aware HIV and AIDS public education and awareness campaign.	Admin dept	Use the coordinator to facilitate the campaigns	Workshops to be held	Mid 2011	5000
To educate women who are not aware of the need to avail themselves of Post Exposure Prophylaxis (PEP) and emergency contraception in the event of a sexual assault.	Integrate PEP into public awareness campaigns; Lobby to have PEP available in all health facilities.	Health section	Council already has a clinic and nurses in operation	Clinic staff to provide with the expertise	2011	2000
Treatment						
Social development						
To make community and sporting facilities more accessible to women and girls and ensure that they benefit equally from such facilities.	The council keeps sex and age disaggregated data on the use of existing facilities, e.g. retirement centres, community centres, libraries and Women, girls, men and boys benefit equally from budget allocations for sports and recreation facilities	Admin dpt/ engineering/finance/	Football pitch available Social foot /net ball clubs Zifa affiliated football clubs Boxing, cricket, tennis, weight lifting	Construct the football grounds and provide basic necessities to cater for all disciplines Provide a library	2012	60000

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	Design programmes to ensure that women and men benefit equally from local authority facilities, for example promoting women in traditionally male sports, e.g. Soccer and boxing.	As above	As above	As above	As above	As above
IV. EMPLOYMENT PRACTICES AND ENVIRONMENT						
To increase the representation of women employed in the council.	Adopt the SADC target of 50% women in all areas of leadership and employment by 2015. Explicitly prioritise gender equity in performance plans.	Human resources dpt	22% women employed in council	All new vacancies and those falling vacant to be targeted for women in order to reduce the difference gap between men and women	2015	As above
	Address gender imbalances in departments – increase number of women employed overall as well as increase the number of women in senior and management positions and address the departments where the greatest imbalances exist.	As above	Two women out of three senior management position	As above	As above	As above
	Obtain buy-in and support of the unions for increased gender equity in the employment profile of the council.	As above	Existing workers unions	Awareness programmes	2015	2000
Selection and recruitment						
To ensure that the recruitment	All job advertisements should	Human	Women part of	To increase the no of	2011	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
and selection process offers equal opportunity to women.	encourage women to apply.eg employment agency, advert to specifically indicate women to apply	resources dept	interview panel	women on the interview panel to 50% Women need to be educated to appreciate the success of other women Interview questions and practices not to discriminate against women		
	Selection panels should be gender balanced.	As above	As above	As above		
	Gender sensitive selection policies should apply at all time: Experience and qualifications should both be taken into account in evaluating suitability for posts.	As above	Applying gender policies in all recruitments	As above		
	Develop comprehensive employment equity plans.	As above	As above			
	Incorporate gender into structure system policies and processes.	As above				
Career pathing						
To educate and train women employees, who have previously been disadvantaged, by	Council should have a staff development plan and this should be adequately planned and budgeted for.	Human resources dept	Training policy already in place		2010	25000

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
implementing capacity-building and mentoring programmes so that they may be empowered to perform their job functions and map their intended career paths	Devise and implement a range of capacity-building options for employees and councillors Undertake skills /qualification audit and assessment of all employees	council	As above	Empowered workforce and policy makers	2015	As above
	Mentoring new councillors and employees.	As above	As above	As above	2015	
	Provide information to councillors, CBOs and community members.					
Work conditions and environment						
To facilitate women's equal participation in the workplace.	Provide and standardise paternity leave and accompany this with a programme on responsible fatherhood. Possibly consider shared maternity and paternity leave	Human resources dept	Maternity leave policy already in place	Both men and women to be able to go on paternity leave when either of their spouses is due	2011	
	Provide child care facilities for municipal employees.	Housing Section	Breast feeding hour as per labour regulations compliance	Provide work flexible arrangements for parents	2012	
	Conduct awareness programmes on parenting responsibilities.	Health dept				
Address issues of sexual harassment in the council.	Develop and implement a sexual harassment policy (SHP).	Human resources dept	Counselling	Education and awareness creation of what constitutes sexual harassment	2015	
	Workplace education and awareness on the SHP					

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
V. GENDER MANAGEMENT SYSTEM						
Gender structures						
To establish structures that constitute the gender machinery and to ensure that they have the authority to carry out their work and to obtain the commitment of all managers.	The council has set up a gender structure, including a gender focal person, which has a budget and is empowered to do its work.	Focal person	Focal person already in place	Gender is written into job descriptions and performance agreements of managers and key functionaries	2011	
Budget, monitoring and evaluation						
To make use of gender disaggregated data for monitoring and evaluation to ensure that gender equality is being strived for.	A share of expenditure is explicitly targeted at promoting gender equality.	Finance dept	Improve on existing budgets	Women are able to benefit from resources allocated to main stream projects	2011	
	Service, employment, procurement statistics are disaggregated by sex and gender indicators have been put in place for planning and human resource management systems.					
To ensure that resources are being allocated to gender priorities.	Ensure that departments allocate resources to gender priorities.					
Capacity building						
To ensure that training is done to educate all employees and community groups on gender	Diversity and gender training is provided for both men and women in the council, at all level and is done systematically	Human resources dept				

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	Facilitate skills training for members of gender machinery.					
	Liaise with service providers to provide training programmes.					
	Facilitate training programmes among councillors, officials and community groups and asses impact of the training.					
	Gender sensitivity, analysis training for both male and female councillors and officers.					
To raise awareness on gender issues and challenge the belief that gender is a "women's issue".		Focal person				
	Engage in campaigns to raise the profile of gender e.g. Women's Day; woman's month Father's Day, Sixteen Days campaign.	Focal person	Working with ministry of gender and community dev on gender programmes and pamphlets, advertising, posters, logo etc	Compile a calendar of special days gender and campaigns	2011	1000

Annex D:

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
FLAGSHIP PROJECT - ENDING GENDER BASED VIOLENCE						
Prevention						US\$
Women's safety To make communities safer by planning and improving safety in public places	Conduct gender safety audits and reflect specific targets for reducing GBV.	MWGCD Local authority	A gender focal person at council 5 % GBV cases recorded	To reach 20% by ward awareness campaign	Dec 2010	
	Conduct a gender safety audit and convene BI-annual Women's Safety Assessment Focus Group.	RTC,MOH,M OJ,M O H & OTHER STAKEHOLDERS	Monthly reports from police, victim friendly unit	Vendors, churches, schools, ,tradition, media, politicians, police	2011	
	Work with communities to ensure that all public spaces such as parks, cemeteries, and all neighbourhoods are safe with adequate street lighting.	Dept of Engineering MOE,ZESA	Few tower lights street lights not functional NO parks	To increase by 50%	2011	
	Develop and implement a lighting master plan for the council, plan-maintenance must be in place-monitoring mechanisms and turnaround time	Dept of Eng	1 handman & 2 assistants	To increase by 20%	2011	
	Name all streets clearly so that police and other emergency services can reach residents with ease in the event of emergencies. In informal settlements each municipality to develop land marks	Dept of housing	50%streets named 50%Houses numbered	100%	2011	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	Conduct safety awareness programmes and establish a watch-dog community including all community based structures e.g. community policing forums, etc.	Ward focal persons ZRP Dept of Admin	Neighbourhood watch per ward	To increase number to 5	2010	
	Involve street hawkers in crime watchdog projects.					
Public awareness campaigns						
To educate communities to challenge and eradicate gender based violence.	In partnership with NGOs and CBOs stretch Sixteen Days of Activism campaign to a year-long campaign	COUNCIL ZRP	Council have a gender coordinator	More players to participate eg other companies	2010	
	Conduct awareness campaigns; take a high level political stance against GBV. Plan for and participate in the Sixteen Day Campaign and plan for 365 days	Mayor and CEO	Structure already existing	To approach political leaders	2011	
	Mount high profile campaigns to reclaim areas that have become unsafe for e.g. Take Back the Night campaign to sustain the momentum.	Chairperson	Already in place	20%	2010	
	Promote involvement of men and boys in ending gender violence.	Dept of Admin Padare Victim friendly unit		To make it functional To involve 50 % Of boys and girls	2011	
	Monitor and evaluate impact of all public awareness	Council MWGCD	MWGCD	Council to lead the programme	2010	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	campaigns					
	Join the 'Making IT work for Gender Justice' initiatives such as cyber dialogues.	council	Not in place No individual computers No network	Council to be involved 100% NGO's to assist with 10 computers	2011	
Best practices						
To showcase best practices to end GBV	Collect and present best practices being done by councils to end GBV		GBV practises exists but are not documented	The council should collect as many practises as they can for showcasing.	2010	
Response						
To implement actions that are effective in responding to GBV in your council	Ensure effective and efficient police posts.	Dept of Planning	There are police posts in councils who have provided them support by providing land and building	Intensify awareness on community police posts.	2010	
	Work with the police and communities in ensuring that cases of gender violence are reported and addressed.	Dept of Admin	There are no statistics on GBV in the council	Create Database of services and facilities available in the districts	2011	
	Liaise closely with the police; ensure a private room/ victim empowerment unit at police stations; improve the services provided by the Police.	Dept of Admin	Most police stations have victim support units (2 private room, 1 for officers, 1 for counselling) these are controlled by women and men officers	<ul style="list-style-type: none"> All police stations to have victim support units Awareness raised in communities on these facilities More cases of GBV reported and dealt with 	Immediately	
	Strengthen and support shelters and places of safety	Dept of Admin/Planni	There are no places of safety and care are	Provide one building or piece of land in the	2010	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	for survivors of gender based violence in liaison with NGOs. Facilitate the enhanced and co-ordinated provision of post-traumatic services and facilities by all stakeholders	ng	there within the council	district for NGO's or CBOs who deal with GBV to provide shelter and safety for survivors of GBV		
	Develop and maintain an updated database of services and facilities available to survivors and victims of gender based violence. Capacitate survivors of gender violence with life skills and provide ongoing support in collaboration with various community structures.	Dept of Planning	There is no such database at present.	Database of services and facilities developed as services are established	immediately	
	Encourage role modelling of survivors and victims	Dept of admin	No modelling is being done at present.	Identify role models Number of role models Number of I stories.	2010	
	Strengthen family counselling services provided at victim support units and train ward committee members to provide support	Dept /Admin	There are victim support units based in police stations and they do provide counselling	Training of trainers (police posts – as above) who train ward committee members	2010	
Support						
To implement a plan and actions that supports survivors of GBV	Carry out an audit of safe houses.	Director of works/ Town Planner/Housing Officer	No audit carried out	Carry out audit in all the 9 wards.	Feb 2011	US\$2000
	Commit council resources to strength and ensure sustainability of existing places	Housing Officer/ Town	The council has not established places of safety and has not	6% of council budget on service provision should be allocated for the	2012	US\$75000

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	of safety and establish some in places where they do not exist.	Planner/Director of Works/ Finance dept	committed resources to supporting survivors of GBV	construction of safety shelter		
	Establish day care centres for the elderly to ensure their safety.	Housing Officer/Director of works	No day care centres exist	Establish 2 day care centre for the elderly people (men and women)	June 2013	US\$150000
	Ensure that women are economically empowered to reduce their vulnerability to gender violence.	Housing Officer/Min Of Gender	council has embarked on programmes to economically empower women	15% of land and store allocations should be reserved for 30 vulnerable women from each ward	Feb 2012	US\$50000
Coordination						
To ensure that efforts to address GBV are conducted in a coordinated manner	Establish multi-sector coordinating structures to tackle gender violence.	Min of Gender/Min of Home affairs/ Gender focal Person	Multi-sectoral GBV committee already in place	Council to capacitate the existing multi-sectoral GBV committee	February 2011	
	Strengthen relations with local police stations and ensure that cases of GBV are efficiently and effectively addressed.	Gender Focal Person	Currently the council is not involved in the GBV activities	The council to strengthen its relations with other stakeholders through quarterly meetings.	2010	US\$1000
Budget allocation						
To ensure that Councils commit budget and resources to addressing GBV	Allocate budget and resources to addressing GBV	Director of Finance/ Director of Works	Currently there is no budget for GBV activities	To include GBV activities in the budget	October 2010	US\$500



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STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
<i>Monitoring and evaluation</i>						
To ensure that efforts to address GBV are monitored and evaluated	Develop a set of targets and indicators to measure progress and ensure that these are mainstreamed into development plans.	Gender focal Person/ GBV committee	Monitoring and evaluation tools in place.	To capacitate the focal person and GBV committee with monitoring and evaluation skills.	June 2012	US\$10000

Annex E:

Messages on GBV Slogans

Arena for action	What need to be communicated	Slogan	What communication tool should be used
Individual Abuse woman or man	<ul style="list-style-type: none"> - Family- positive counselling - Supporting/involvement - Prayer - Discussion - encouraging to speak out 	<ul style="list-style-type: none"> - Name and shame the abuser - peace be still in homes "rugare ngaruwande" - vana inhaka yedu ngavachengetedzwe - stop violence promote family union/value - say no to family violence, speak out don't shut up 	Pamphlet, flyers, campaigns, newsletter, community radio stations, victims, friendly, police, department, child hotline, facebook, internet
family /household Mother, father, guardian Parenting	<ul style="list-style-type: none"> - Periodic checks ,watch out for rape - Teaching children to protect themselves - Inter- family exchanges under common policies 	<ul style="list-style-type: none"> - Encourage family unity - stick to cultural values ie ubuntu/hunhu 	<ul style="list-style-type: none"> - Messages on home decorations e.g. tswana, mudziyo
Community Community Schools Religion sports	<ul style="list-style-type: none"> - need to coordinate communities to create - safe places for men and women - Educate on forms of abuse - spread the word Equal access	<ul style="list-style-type: none"> - Protect the abused - If abused raise the alarm - fighting GBV through sporting 	Posters radio fliers, campaigns Child protection clubs, dramas, quiz shows, music The bible, establishment of different ministries, adverts, sports tournaments
Society Political leadership Criminal justice system Media culture	<ul style="list-style-type: none"> - formulate laws that help to stop GBV - Implement GBV policies - educate people on GBV/expose GBV - address gender imbalance issues 	<ul style="list-style-type: none"> - Stop abusing each other - Perpetrators should rot in jail - indiscrimination of GBV perpetrators - Kurova mukadzi humbwende 	<ul style="list-style-type: none"> - Legislature, policy document - T-shirt, campaigns demos

EVALUATION FORM

Date: 2-4 August 2010

Venue: Bronte Hotel

17 Evaluations received

	<u>EXCELLENT</u>	<u>GOOD</u>	<u>FAIR</u>	<u>POOR</u>	<u>VERY POOR</u>
1. PROGRAMME DESIGN	6	11	1		
2. PROGRAMME CONTENT	9	6	1		
3. DOCUMENTATION	8	8	1		
4. FACILITATION	10	9			
5. GROUP WORK	4	10	2		
6. OUTPUTS	1	13	2		
7. OUTCOMES AND FOLLOW UP PLANS	2	7	6		
8. LEARNING OPPORTUNITY	5	9	2		
9. NETWORKING OPPORTUNITY	5	7	5		
10. ADMINISTRATIVE ARRANGEMENTS	1	8	7	1	

COMMENTS

1. Which session did you find most useful? Why?

- Communicating GBV action plans
- Gender and governance because this is most topical issue in Zimbabwe this is where women are lagging behind
- Gender and governance because it clearly narrates how gender imbalance in politics can be rectified
- The drawing of action plans because it gets things done
- All sessions because they were important and they complement one another
- gender budgeting because it has not been practiced in our local authority due to lack of knowledge
- Gender the economy and budgeting because it is essential in creating a balance from resource allocation which has a huge impact on development
- All because they were important
- Gender and governance because women have realised that they should occupy decision making posts
- Key gender concepts because I managed to realise the word gender and things we can change and those we cannot change
- Leadership made one appreciate that women need to be empowered, they have the potential to lead but they just need to be capacitated
- Group work on challenging stereotypes

2. Which session did you find least useful? Why?

- Gender and governance the element who speaks in council meeting was not clearly understood
- Gender equality is not useful because in all senses, God has never equated man and woman in any capacity of representation
- Module one the video is not very audible and also appreciating the SADC protocol how far it's being monitored and evaluated
- Engaging with communities(local)creating awareness

3. How will you apply what you have gained from this engagement?

- I shall apply first in my family plans and proceed to extended family
- In my work plans as a manager at Ruwa Town council
- By introducing gender sensitive budgets in council
- Spreading the word to communities
- By mainstreaming gender in my ward projects that I'm doing now
- I will change my social relation/assignment of duties to my daughters and also deal with issues of sexual harassment at my work place
- By accommodating and realising the need to be gender sensitive in all policies and procedure
- Awareness meeting to those who are not aware of gender issues including fellow workmates. Ensuring that all future council budgets and other programmes are gender sensitive
- By making sure that every level of human gatherings from children groups recognise and take into consideration all gender protocols when they work
- Buy engaging women in all capacities of representation
- In whatever policies we come up, we should try to apply gender issues
- Engagement of stakeholders that is management, politicians to make them realise the need to take gender issues seriously and effect policy changes
- By ensuring that the council embraces the gender and governance in its programmes

4. Any other comments?

- Workshop should have been held outside Ruwa and there is need to pay allowances so as to compensate for one 's time outside usual routines
- The SADC protocol is very important, it has to be publicised as much as possible and people have to understand the meaning of gender
- Participants should stay at a lodge or hotel and not go back home for concentration purposes. It is also a norm that that out of pocket and token of appreciation are paid to the participants
- Issues of allowances should be cleared as they almost disrupted the workshop
- We need some periodic local arrangement(programmes)which sensitise our communities for example empowerment programmes to both boys and girls
- Gender links is doing a good job in capacitating local authorities on how to tackle gender issues in their respective areas .Keep the good work



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er work is going to make a positive impact in the society
making sure everything reaches the grassroots people and
not just be a matter of paper work and office work

- Keep on doing this in all areas around Zimbabwe especially Binga
- Women should work hard to propel themselves to the height they are clamouring for
- The presenters are so free to talk about any matters that we might want to know about gender without any problems
- Well done gender links for a job well done but need to take the issue of payment of allowances seriously as it is a motivational factor
- Very enlightening and eye opener
- Organise more frequent workshops