

REPORT
CENTRES OF EXCELLENCE STAGE FOUR & FIVE WORKSHOP
ZIMBABWE

COUNCIL: HWANGE LOCAL BOARD



DATES: 14-16 SEPTEMBER 2015
VENUE: HOLIDAY INN, BULAWAYO



Participants at the COE workshop

Photo: Loverage Nhamoyebonde



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Executive summary

This is a report on the three-day inception and action planning workshop held at the Holiday Inn in Bulawayo from the 14th to the 16th of September 2015. This workshop combined stages four and five of the ten stage Centres of Excellence (COE) programme for gender mainstreaming in local government.

The workshop was attended by 84 participants (33 women and 51 men) who included councillors, officials, as well as District Administrators from councils in Matabeleland North and South provinces of Zimbabwe. These included, Hwange Local Board, Lupane Local board, Mangwe Rural District Council, Municipality of Gwanda, and Umzingwane Rural District Council. These councils are part of the 15 councils that were newly incorporated into the COE programme in the 2nd semester of 2015. Prior to attending the workshop, the councils were tasked to conduct their council's gender assessments using the gender scorecards and writing up the situational analysis reports which give a snapshot of the baseline gender information of the council.

The workshop set out to meet the following objectives;

- To build participants understanding around key gender concepts.
- To learn the concept of stereotypes and how these are seen in society.
- Build capacity around issues of gender, democracy and good governance
- Look at what makes good leaders through looking at transformative leadership
- To gain an understanding on conflict resolution and how conflict can be/is managed in council.
- To know the difference between practical and strategic gender needs.
- To understand the concept of gender mainstreaming and gender disaggregated data.
- To learn modules on Gender and the economy, HIV/AIDS and Care Work, Local Economic development, Climate Change and Sustainable Development.
- To develop a Gender and Gender Based Violence Action Plan for the council.

In this report, the full workshop programme is attached as **Annex A** and the workshop participants list as **Annex B**. The Hwange Local Board Gender Action Plan is attached as **Annex C** while the workshop evaluation is attached as **Annex D**.

Background to the COE process

In 2003, GL undertook the first comprehensive study of the impact of women in politics in Southern Africa. One of the key findings of "*Ringing 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 ground-breaking 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 ten 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 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 Urban Councils Association of Zimbabwe (UCAZ) and Association of Rural District Councils of Zimbabwe (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. GL has a draft MOU with the Ministry of Local Government Public Works and National Housing.

A strategy workshop was held in February 2010 in Kadoma and representatives from Ministry of Women Affairs, Gender and Community Development (MWAGCD), Ministry of Local Government, Public Works and National Housing (MLGPWNH), 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 support to address issues of gender across all spheres. GL further took the regional Gender Justice and Local Government Summit and Awards to National level and in 2012 held its first ever national summits in Botswana, Madagascar, Mauritius, Namibia, Zambia and Zimbabwe. This buttressed the notion of Centres of Excellence Work and the need to incorporate more councils into the program as echoed by the Zimbabwe Minister of Local Government, Public Works and National Housing. This was followed by the Training of Trainers workshop in September 2012 which was meant to capacitate Gender Focal Persons (GFPs) so as to ensure the smooth cascading of the COE process to all the 92 councils in Zimbabwe.

Process and activities

The workshop was characterised by a variety of learning approaches that were meant to provoke thought and engage the participants in the gender mainstreaming discourse. There was a very informative role play on conflict and conflict management.

Participants also worked in groups while looking at the case studies in the modules on gender policy and planning concepts.

GL facilitators also carefully dovetailed their PowerPoint presentations with the programme content on key gender concepts, gender governance and transformative leadership, conflict resolution, gender policy and planning concepts, gender and the economy, local economic development, climate change and sustainable development, and gender based violence. At the end of the COE workshop participants were tasked to develop their council specific gender action plans.

The knowledge and skills necessary for gender mainstreaming, the programme content and activities helped to shape participants' thinking around the broader work of councils from a gender perspective.

Welcome and opening remarks

The workshop was formally opened by GL Country Manager, Priscilla Maposa who welcomed participants and thanked them for taking time to attend the workshop despite the busy schedules that the majority of councils are engaged in particularly towards the end of the year.

Priscilla then gave a brief background of the GL programmes, particularly the Gender and governance programme that focuses on the Centres of Excellence (COE) programme. She reiterated that the main objective of the COE programme was to capacitate councils to enhance their understanding of gender mainstreaming. In addition, she explained that the COE process was an evidence based ten-stage process that will see GL and the councils engaging in information and skills exchange processes as well as verification processes with the view to make and strengthen council policies and programs gender sensitive. Priscilla mentioned that GL also works with media houses to encourage gender sensitive reporting and analysis of issues.

As part of efforts to strengthen the cascading of the COE process, Priscilla mentioned that GL works in close partnership with the two key ministries of Women Affairs and that of Local government. Priscilla also mentioned that by having combined workshops, GL was encouraging peer learning among the gender focal persons, councillors, and officials across the councils. Above all, GL encourages multi stakeholder partnerships and working with District Administrators.

She added that greater interface between the ministries and GL was now needed to keep in line with the overarching vision of ensuring that all the 92 councils in Zimbabwe embrace the Centres of Excellence Programme. To ensure that real work was being done on the ground, Priscilla added that GL will conduct verification visits to establish the extent to which councils are implementing their gender mainstreaming projects.

Key gender concepts

Sex and gender

Definition of terms

The terms sex and gender are often used interchangeably to mean the same. This is the misconception that GL facilitator who anchored this session was determined on demystifying gender.

Participants were first led into the highly interactive card swapping exercise to test whether or not they could differentiate between sex and gender. The participants, defined sex as the biological make up of a human being, while gender as the socially determined roles about men and women. The participants went further to unpack the two concepts by noting that gender roles are not static and that sex of a person does not change. The exercise was widely participatory with debate being centred on the issue of rapists. Some participants regarded this as widely practised by men but however others felt that the current trends are such that other women are now also forcing themselves sexually on men. Further elaboration on this matter was given to say that the current law in Zimbabwe regards rape by women as aggravated indecent assault and it is given the same weighting as rape when perpetrated by men.

The group did the exercise on stereotypes noting that stereotypical tendencies were reinforced in the proverbs, idioms, songs, culture, and religion that are embedded in the social fabric of any society. The following were some of the proverbs, idioms, songs, culture, tradition and religion that were identified by the participants.



A participant pastes sex and gender cards at the COE workshop.
Photo: Loverage Nhamoyebonde

Songs and dramas

The group did an interactive rendition of a song that depicted stereotypical tendencies often used by men to suppress women. They stated other songs that included:

- "Tozeza Baba- Oliver Mtukudzi".
- "Does your mother know - ABBA"
- "Ndokhonjwa empopoma - Lovemore Majaivhana".
- "Love first- Paul Matavire"

Idioms

- "Indoda libhetshu lo mziki liyabolekwana".
- "Intandane enhle ikhothwa ngunina."
- "inyembezi zendoda ziwela esifubeni".
- "indoda nxa ingakutshayi, ingakukhwelezeli ayikuthandi".
- "Umfazi uyabe kezelela umendo"
- " ukuba sesikathini (unecolile)"
- "Umama ngumtwana"



A participant from Gwanda presents on stereotypes Photo: Loverage Nhamoyebonde

Tradition, culture and religion

- In traditional gatherings, women are not allowed to talk or contribute
- Traditionally leadership roles are reserved for men while women are tasked with prayer and singing.
- Traditional ceremonies like Imbuyiso done for men while women attend the mduduzo
- Women not given the opportunity to lead in some churches and even lead the institutions
- Women not allowed to go to the cemetery.
- Women are said to be dirty during the periods and not allowed to touch the food and family clothes
- In some churches women are always dressed in one colour
- In some religion if the woman is beaten by her husband she has to thank the man.

Education

- Hospitality and nursing fields viewed as female domains
- Science and practical subjects like metal work and woodwork meant for boys while women do fashion and fabrics.
- Boy child given preference over a girl in educational support.

Media

Participants stated that the media is used as a vehicle to set and shape the opinion of people. Media also helps to reinforce stereotypes as the adverts in some media publications portray women as sex objects and thus they are prone to exploitation by men on that basis.

Gender and governance

The gender and governance module which is meant to educate the participants on the importance of equal representation between men and women. Presenting on the module, Priscilla Maposa said that when discussing gender and governance issues, the primary function of local government which is service delivery is analysed to see how the issues of governance affect and are affected by gender dimensions.

Participants went on to define governance as a process that borders around issues of political participation. It is about how women and men acquire political power for them to influence the government structures and policies. To buttress the concept of governance, a popular framework which centred on the Thenjiwe Mtintso's Access, Participation, and Transformation was explained to the participants. The framework analyses factors that affect women's participation in local government. During the session, Maposa highlighted that women's position is not in the home and that women should not be relegated to only giving prayers in council meetings but should be seen contributing meaningfully to debates around service delivery in council. She urged women to be assertive and endeavour to change systems and patriarchal structures that inhibit their development.

Participants noted the existence of factors that inhibit women's effective participation women's participation in politics, participants were able to list the following as factors affecting women's participation in politics;

- Cultural factors
- Lack of financial and material resources to use during campaigns
- Men also tend to use women to de-campaign each other and thus dilute the votes during the elections.

The GL country manager pointed out that there are some electoral systems that structurally bar the effective participation of women in politics. She gave reference to the First Past the Post (FTPT) system that is used in SADC countries such as Lesotho, Zimbabwe. which, given the skewed nature of the status of women compared to men such systems give an unfair advantage to men in these countries. Maposa then emphasised the need for governments come up with strategies to address this aspect by adopting electoral systems that ensure equal representation of men and women. In response, one male participant remarked;

"the country needs to appoint people who have the capability and not just to prop up women."

In addition, Mugoriya the District Administrator for Hwange pointed out that government should at least set basic literacy qualification for councillors, as

"politics needs people who are made of sterner stuff. A councillor should say I should be there to attend the horrendous meetings of councils and contribute meaningfully to service delivery."

At the close of the session, participants noted that it was essential that both councillors and officials work together to improve each other. They also urged civil society organisations including GL to continue lobbying for a legislative quota to be introduced at local level as is the case at national level where a 30% quota is guaranteed by the Constitution of Zimbabwe.

Management and Leadership

Management and leadership are some of the key concepts that are crucial for councils to drive the gender mainstreaming agenda. To gauge participant's knowledge of the two concepts, participants were asked to define the two concepts. Participants said management was the

art or skill of making and controlling decisions. According to the participants, managers get the work done through others. Participants listed four key management attributes which are planning, leading, organising, and controlling.

A leader was defined as a person with the ability to influence other people. Some characteristics however are common to both managers and leaders alike. For instance, they both make decisions, are motivators, communicators, show commitment, should be good listeners, exemplary, patient, approachable, committed and strategic.

Problems associated with leadership

Leadership has its own challenges. People demand and expect different things at different times from their leaders. The figure below shows some of the challenges associated with leadership that were noted by participants:



Participants concurred that rather than pursuing fragmented development efforts, it was more beneficial for councillors, council officials and the community to collaborate in order to ensure sustainable community.

Conflict resolution

Participants came up with a splendid role play that showed how conflict emanates and escalates in everyday life. During plenary, participants then defined conflict simply as a state of variance. A conflict situation can occur at different levels, that is, international level (between states), regional level, local level and household level. Intrapersonal conflict also occurs within individuals. Participants also noted that conflict can be both constructive and



Participants perform a role play on conflict Photo: Loverage Nhamoyebonde

destructive. One participant mentioned that certain improvements of activities or policies can come out of a conflict situation.

The majority of participants noted that quite often, there is conflict between council legislation and other regulatory arms of government, between councillors and officials as well as between the council and the residents. However on this note the District Administrator for Hwange reiterated that government policies are not in conflict rather conflict emanates from the different personalities that interact and interpret the policies.

Gender planning concepts

Practical and strategic gender needs

Participants undertook the practical and strategic needs exercise. They defined practical needs as basic or immediate needs that councils should provide to the community. Examples of practical needs given included, housing, water provision, refuse collection, health care and cemetery services. Strategic needs were defined as long term needs that will result in positive changes being obtained at individual or community level.

Gender mainstreaming

As expected by the participants, the session on gender mainstreaming was an integral part of the workshop as they really needed to understand what the term means and how it impacts their everyday planning at council level. Priscilla Maposa led the participants with a presentation that touched on the basic tenets of gender mainstreaming and defined gender mainstreaming as a process of noting and analysing the implications of any intended action for women and men. She went on to say that gender has no ideal location because it has to be everywhere. It's a cross cutting issue and thus mainstreaming should be seen as a package that impacts on gender roles, race, sex, cultural, rights, health, e.t.c.

Local authorities should analyse gender relations to ensure that women and men have equitable access to services. This calls for gender sensitive service delivery which takes into account the gender specific roles and responsibilities and priorities and needs of women and men.

Participants were assigned to groups where they analysed case studies that bring out the need for gender mainstreaming. The following table shows the analysis of the case study on Bringing hope to Citizen X.

Issue	Policies/Actions	Responsibility
Rape	<ul style="list-style-type: none"> Counselling and treatment 	<ul style="list-style-type: none"> Min of Health Min of Home Affairs – crime friendly unit
HIV/AIDS	<ul style="list-style-type: none"> Provision of drugs Counselling 	<ul style="list-style-type: none"> Health Workers. Min of Health
School drop out	<ul style="list-style-type: none"> Education campaigns 	<ul style="list-style-type: none"> Min of Education
Early/Unwanted Pregnancy	<ul style="list-style-type: none"> Counselling 	<ul style="list-style-type: none"> Min of Home Affairs Min of Health
Malnutrition	<ul style="list-style-type: none"> Feeding schemes 	<ul style="list-style-type: none"> Council
Non provision of electricity and water	<ul style="list-style-type: none"> Drilling boreholes Provision of running water Electrification 	<ul style="list-style-type: none"> Council Zesa Zinwa

Issue	Policies/Actions	Responsibility
	<ul style="list-style-type: none"> • Training of pump minders 	<ul style="list-style-type: none"> • Water point committees
Housing	<ul style="list-style-type: none"> • Provide low cost accommodation 	<ul style="list-style-type: none"> • Council • Government • Financial Institutions
Unemployment	<ul style="list-style-type: none"> • Self Help Empowerment (projects) 	<ul style="list-style-type: none"> • Council. • Government. • NGOs • SMEs
Prostitution	<ul style="list-style-type: none"> • Design and implement Income Generating Projects • Counselling • Awareness 	<ul style="list-style-type: none"> • Council • Min of Home Affairs • Min of Health
Gender Based Violence	<ul style="list-style-type: none"> • Advocacy • Awareness campaigns 	<ul style="list-style-type: none"> • Council • Stakeholders
Stigmatisation	<ul style="list-style-type: none"> • Awareness campaigns 	<ul style="list-style-type: none"> • Min of Home Affairs • Min of Health

Gender Blind Policies

Participants analysed the extracts from the City of Harare Employment and Housing Policies (2009) and concluded that the policies were gender blind. For example participants noted that the women occupied the lower echelons of the council while men were in the strategic making positions. During further discussions on the housing polities, participants mentioned that policies should give equal opportunities to both women and men, and that married women should be allowed to own their own properties.

Gender Disaggregated Data

Participants were also taken through an exercise that analysed whether data capturing and management systems were disaggregating g data by gender. From this exercise, it emerged that most councils were not disaggregating data when compiling their records. However after going through this exercise, participants saw the importance of having gender disaggregated data in councils. They observed that this data would be used as a monitoring and evaluation tool and also be used as pointers on areas that need to be improved.

Gender budgeting

The group undertook the gender budgeting exercise. They managed to reflect on the amounts allocated in the case study and to analyse the budgets versus the direct or indirect benefits to men and women. The common observation was that the amounts allocated had no weighting done to reflect the proportion of men and women.

The majority of participants revealed that the budgeting exercise was an eye opener to them since on the ground they were not practicing gender budgeting. Lack of knowledge on gender dimensions was mentioned as one of the contributing factors.

At the end of the session, participants stated that gender responsive budgeting was the allocation of resources in an equitable manner and according to the needs of the client. They were able to distinguish between gender specific budget and gender mainstreamed budget. Participants also noted that ensuring gender responsive budgeting required councils to have gender aware procurement policies in place.

Some participants who felt that for gender budgeting to have an impact in councils, the government must;

- Direct resources – both financial and human to the gender budgeting process

Case study: How to do Gender Budgeting

A group from Mangwe Rural District Council led by its Auditor Thembanani Ndhlovu, presented a well-polished analysis of gender budgeting. They defined budgeting as planning and then simply adding numbers to the planning. Elements of planning include; needs assessment; prioritisation of needs; deciding when to do what; what are the goals; what are the objectives; the budget process should revolve around a project cycle i.e. – design, implement, monitor and evaluate (how the budget performed)

Budgeting for Waste management

Approach: Separation at source

- Identification of source of problem – Refuse generation
- Who generates the refuse?
- If its women then there is need to train them
- If women are going to be trained, then there has to be a budget to capacitate them.

Gender and the economy

During group exercises, participants also had the opportunity to analyse the “Lie of the Land”, and Job descriptions of a housewife exercises. Here they noted that women do all the tasks in the home but they may not be specialised in any one of them. Most of the tasks presented in the exercises show that women do most of the unpaid work yet in some instances a housemaid is paid to do the same job or duties. Participants concluded that women were overwhelmed by the multiple roles they perform at home. It was also noted that socialization contributes to the stereotypical beliefs that women’s work is a social obligation that must not be remunerated.

Making care-work count in local government

The session on care-work was led by Priscilla Maposa who first probed participants on their views on care-work. Most participants alluded that care-work is widely seen as a voluntary activity and mostly to assist people with chronic illnesses. This includes people living with HIV/AIDS, orphans, the disabled and the elderly. Mafesi Ncube, the chairperson for Mangwe RDC then asked whether it was a mandate of council to do care work. In response, Priscilla mentioned that care work is a service that should be provided by councils. This could be done by working with other stakeholders in the community.

The involvement of men was also cited as important in planning for care work. Most participants acknowledged that traditionally, care-work was done within the confines of the home, and most caregivers were women. However, with the increasing knowledge of gender equality, participants noted that care work is a responsibility for both men and women.

While most participants noted that there was need to support care givers with material and financial resources, the major constraint facing councils was the lack of adequate resources to channel towards care-work. One participant commented;

“if the community is not healthy there is over expenditure on the part of council to ensure that the community stays healthy”

- Lack of representation in decision making structures.
- Limited skills development to certain occupations and positions.
- Cultural constraints on mobility of women.
- Women’s multiple roles restrain them from participating fully in economic activities.

Gender, Climate Change and Sustainable Development

Definition of terms

Climate Change

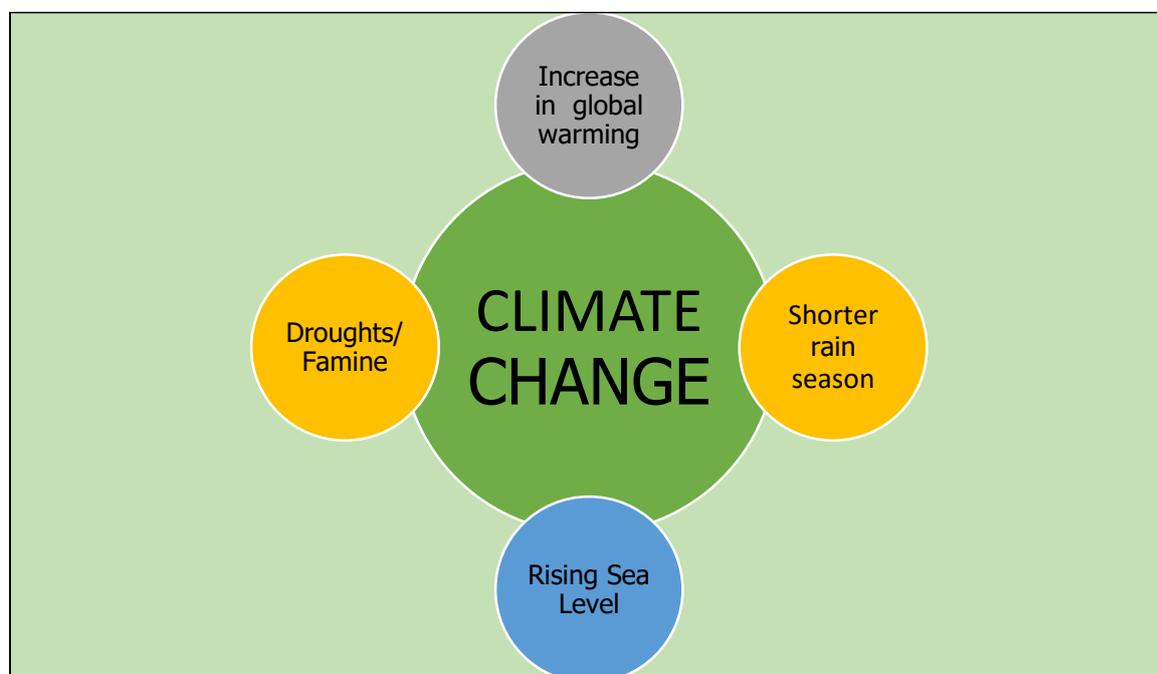
Participants understood climate change as change in weather patterns attributed to direct or indirect human activities.

Sustainable Development

Participants defined sustainable development as development that ensures that the needs of the current generation are met without necessarily compromising access to the same resources by future generations.

Link between Climate Change and Sustainable Development

This session explored the nexus between climate change and sustainable development with a view to initiate discuss on how councils can regulate human activity that results in negative climatic changes . The group highlighted that there was a relationship between climate change and sustainable development in terms of human activity. Activities such as stream bank cultivation, indiscriminate cutting down of tress, burning veld fires, sand poaching as well as serious land degradation land degradation by mining companies pose enormous challenges to the environment and contribute to negative changes in the climate. This subsequently affects sustainability.



As shown in the figure above, participants highlighted some of the negative changes brought about by climate change. Quite obviously, these changes definitely do not guarantee sustainable development. Further to the discussion, other participants felt that climate change

needs to be looked at with a global perspective noting that other developed countries need to ratify and be bound by the Kyoto Protocol.

Mitigation of climate change issues in councils

As part of the discussions on climate change, participants came up with suggestions that could be used to mitigate the effects of climate change. These include;

- Addressing fuel needs is the best option because people are using trees as the most preferred alternative source of energy.
- Building infrastructure that is resilient to climate change effects
- Taking charge of how council plans affect the climate and its impact on men and women
- Carrying out awareness campaigns
- Councils should play a coordinating role while other actors like the Environmental Management Agency regulate.
- Advocate for countries to work together to address the effects of climate change

Participants also went through the gender dimensions of climate change where they noted that a great number of women compared to men were mostly affected in the following areas: Migration; Scarcity of Water; School drop-outs; Unequal distribution of land; Compromise in health issues; Depressive symptoms; Increase in Gender Violence.

Gender Based Violence (GBV)

GL's Kevin Chiramba led participants on the discussion on GBV. He presented findings from the GBV Indicators study conducted by GL in 2012. This showed the prevalence of GBV in the country at 68%.

Overall findings highlighted that GBV was rife especially in Mashonaland Central province with 88%. For Matabeleland region, Matabeleland South Province had the highest (74%) while Matabeleland North 53% of women reported experiencing intimate Partner Violence (IPV) in the lifetime. Gross underreporting was also a major characteristic of the findings across all the provinces.

Participants were asked whether or not they thought GBV was a key service delivery issue. Both men and women alike concurred that they were being affected by it therefore it was essential that as local authorities they play a role in reducing the levels of GBV in their localities. Some even suggested that councils could work with the Zimbabwe Republic Police to conduct awareness raising campaigns on GBV.

Further discussions centred on the relationship between the GBV research and the COE process. Participants noted that there was a correlation between the findings in the GBV study and the COE work. Some of the participants said the findings will help strengthen their GBV Action plans, target interventions as well as monitor and evaluate their progress in ending GBV.

Outputs

The direct outputs of the workshop were as follows:

- Municipality of Gwanda Draft Gender and GBV Action Plan.



- Mangwe Rural District Council Draft Gender and GBV Action Plan.
- Umzingwane Rural District Council Draft Gender and GBV Action Plan.
- Lupane local board Rural District Council Draft Gender and GBV Action Plan.
- Hwange Local Board Draft Gender and GBV Action Plan.

Closing remarks

At the end of the workshop, Ms Felicity Gangada the District Administrator for Mangwe said that at first she felt jealousy when the GL mentioned that Zviimba and Makoni RDCs had won at regional summits but she then affirmed that now, *"GL has come to the right place"* as measured by the seriousness that prevailed when the councils were engaged in the action planning process. She mentioned that the workshop was beneficial to councils as this was also a way of feeding into the national, and regional programs



Felistus Gangada District Administrator for Mangwe giving her closing remarks

as well as protocols that have been ratified by the country. She implored councils to make deliberate efforts to implement their action plans. Another participant from Gwanda said, *"nothing that happened here was trivial"*, he went on to say that the workshop expanded their horizon and they felt capacitated on tackling gender mainstreaming issues.

Finally Priscilla Maposa thanked the participants for taking time to attend the workshop. She went on to highlight that the gender action planning stage was a tedious exercise but was quick to emphasise that it was a good learning exercise for both councillors and officials. She urged the councils to adopt and continuously review the action plan as tool that can be used to source funding for council projects. Councils were urged to work in partnership with other stakeholders like the Ministry of Women Affairs, Gender and Community Development, and the Police. Priscilla said that GL will visit the councils for meetings and to carry out field visits to some of the projects that can be showcased as case studies.

Annexes

Annex A: Programme

DAY/TIME	ACTIVITY	TIME	WHO
DAY ONE:			
8:00 – 8:30	Registration	30 min	GL
8:30 – 8:45	Opening	15 min	GL/GFP
8:45 – 9:00	Introductions and objectives Expectations from participants To develop guidelines of participation Eyes and Ears	15 min	GL/GFP
Key gender concepts			
9:00 – 10:00	Sex and gender	1 hour	GL
10:00-10:30	Group work on stereotypes	30 min	All
10:30 – 11:00	<i>TEA</i>		All
11.00-11:30	Report back	30 min	All
Gender, governance and transformative leadership			
11:30-12:30	SADC Protocol on Gender and Development/At the Coalface DVD	1 hour	All
12.30- 13.30	Access, participation, transformative leadership Group work (role plays)	1 hr	All
13:30 – 14:30	<i>LUNCH</i>	30 min	GL
Conflict resolution			
14:30- 15:00	What is conflict?, Conflict at the local level	30 min	GL
15:00-15:30	Resolving conflict	30 min	All
15.30 – 16:00	<i>TEA</i>	30 min	GL
Gender policy and planning concepts			
16:00 – 17:00	Practical and strategic needs Gender mainstreaming Gender blind and gender aware policies Gender disaggregated data Gender budgeting	1 hr	GL
17:00	Closure		All
DAY TWO:			
Gender and the economy			
8.00 – 8.30	The unwaged work of women	30 min	GL
8:30 – 9:30	Care work	1 hr	GL
Local Economic Development			
9:30 – 10:30	Gender and local economic development Strategies for local economic development	1 hr	GL
10:30 – 11:00	<i>TEA</i>	30 min	All
Sustainable Development (Climate Change)			
11:00 – 11:45	Definitions / background Impact of climate change on gender	45 min	GL
Gender Based Violence			
11:45-13:00	Key GBV provisions in the SADC Protocol on Gender and Development. - GBV as a key service delivery issue	1 hour 15 min	GL

DAY/TIME	ACTIVITY	TIME	WHO
	- What is the Sixteen Days of Activism (or other campaign to be taken up)		
Gender and media literacy			
13:00 – 14:00	<i>Lunch</i>		
14:00 – 15:00	<i>Media Literacy</i> - findings of the GMPS, taking up cases Profiles and mock interviews	1 hr	GL/Groups
Gender and communications			
15:00 – 15:30	Broken telephones; what is meant by communications; different forms of communication Campaigns and different elements of campaigns	30 min	GL
15:30 – 16:00	<i>Tea</i>	30 min	All
IT for advocacy, including the use of cell phones			
16:00 – 16:30	IT for Advocacy - including the use of cell phones <ul style="list-style-type: none"> - Understanding the internet - Creating an email account - Online petitions - Cyber dialogues and online chats - Social media – Facebook - Using cell phones advocacy, Designing mobile campaigns 	30 min	GL
16:30 – 16:45	Assign groups for gender action plans	15 min	GL/Groups
16:45	<i>Closure</i>		
DAY THREE: Developing a Gender Action plan			
8:00 – 13:00	Developing a gender and GBV action plan	5 hrs	Groups
13:00 – 14:00	Lunch		
Prioritising the action plans			
14:00 – 15:30	Prioritising the action plans	1 hr 30 min	Groups
15:30 – 16:00	<i>TEA</i>	30 min	
16:00 – 16:30	Feedback on action plans	30 min	Groups
16:30 – 16:45	Agreement on gender task team to finalise plan	15 min	Groups
16:45 – 17:00	Closure, way forward and agreement on how the plan is to be adopted	15 min	All

Annex B: Participant List

Name	Sex	Organization	Designation	Ret/New Participant	Phone	Email
Priscilla Maposa	Female	Gender Links	Country Manager	New	+263772735722	zimmanager@genderlinks.org.za
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Tsitsi T Nleya	Female	Lupane Local Board	Lupane GFP	Returning	+263775102906	tsitsi1384.tn@gmail.com
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Edward Mpofu	Male	Lupane Local Board	Commissioner	New	+263772458995	edwardmpofu@gmail.com
Priscillar Nkala	Female	Gwanda Municipality	Town Clerk	New	+26377812822	gwandatownclerk@gmail.com
Baile Moyo	Female	Gwanda Municipality	Chamber Secretary	New	+263772937748	bailmoyo@gmail.com
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Albert Ndlovu	Male	Gwanda Municipality	Deputy Mayor	New	+263772455011	

Name	Sex	Organization	Designation	Ret/New Participant	Phone	Email
Mafesi Roland Ncube	Male	Mangwe RDC	Council Chairperson	New	+263772852546	mafesirolendincube@gmail.com
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Name	Sex	Organization	Designation	Ret/New Participant	Phone	Email
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Name	Sex	Organization	Designation	Ret/New Participant	Phone	Email
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Name	Sex	Organization	Designation	Ret/New Participant	Phone	Email
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F. Mangena	Female	YPN	District Chairperson	New	+263716478962	w.w.fayz@gmail.com

Attendance by Sex

Female	33	39.3
Male	51	60.7
Total	84	100

Annex C: Hwange Local Board Action Plan

COE GENDER PLANNING FRAMEWORK FOR LOCAL COUNCILS

The fields to be completed are:

- **Why** - What is the objective; starting point, answer the questions?
- **What is the indicator** –How will progress towards achievement of this target be measured; for example percentage increase in women’s representation.
- **What is the action** – What needs to be done for the target to be achieved?
- **Who** –Which department/s unit/s is responsible of the action?
- **When** – What is the timeframe in which this action should be completed?
- **Budget** – What financial resources are required for this action to be completed?

STRATEGIC OBJECTIVE/ OUTCOME	BASELINE	SADC PROTOCOL TARGET - 2015	INDICATORS	ACTIONS	OUTPUT	WHO	TIME FRAME	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	<i>What is the current level of awareness? Council and council staff are aware of the SADC PROTOCOL 30%</i>	Laws and policies are accompanied by public awareness campaigns to demonstrate link between equal representation participation of men and women to democracy, good governance and citizen participation.	<i>Number of council staff trained AND councillors or sensitised on GBV</i> Reduced number of cases of GBV	Clean up campaign with message on GBV Campaigns Sensitisation work shop Have t-shirts for staff members on GBV select a day of week where they wore this message Bill boards Take advantage of the health	Sensitisation workshop Clean up campaign with GBV message IEC material on GBV	EHT/HCS O/ADMIN	<i>By December 2015</i>	

STRATEGIC OBJECTIVE/ OUTCOME	BASELINE	SADC PROTOCOL TARGET - 2015	INDICATORS	ACTIONS	OUTPUT	WHO	TIME FRAME	BUDGET
Ensure that there is a gender policy in the council and it is implemented.	<i>Has a gender policy framework been drafted and approved. 0 Council has no gender policy</i>	Laws and policies put in place to enable women to have equal opportunities with men to participate	A gender policy in place Number of policies realigned	Come up with a draft Seek mandate from council Obtain by in of stakeholders workers committee Councillors Table before full council for approval	Gender policy Full council resolution	Admin/HC SO/	<i>By December 2015</i>	
Gender issues are given a high political profile by the Council and has a political champion	Council has no gender champion		Number of Gender champions identified	Capacitate councillors to become gender champions by training Utilise the health clubs	Council gender champion	Gender focal person	<i>By December 2015</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.	<i>What is the % of women councillors in the municipality? Council has 15 councillors of which 4 are female 27%</i>	At least fifty percent of decision-making positions in public and private sectors are held by women; affirmative action measures in effect.	Number of awareness campaigns Number of women councillors Attendance register	50/50 campaign Quota Gender sensitive recruitment policy	50% representation of women Gender sensitive Recruitment policy	Gender focal persons	<i>By august 2016</i>	

STRATEGIC OBJECTIVE/ OUTCOME	BASELINE	SADC PROTOCOL TARGET - 2015	INDICATORS	ACTIONS	OUTPUT	WHO	TIME FRAME	BUDGET
To ensure that women are equally represented in leadership positions in the Council.	<i>What proportion of women councillors are there in leadership positions in Council, e.g. as chairs of committees? Council has 5 committees one is headed by female councillor. 20%</i>	Policies, strategies, and programmes for building capacity of women to participate effectively through leadership and gender sensitivity training and mentoring.	Number of women and men in chairperson positions	Council resolution for Quota system on committee chairpersons	2, out of 5 committee chairpersons	T/S AND Council chair		
To educate communities and raise awareness about the importance of women's equal representation in local councils	<i>Has there been a 50/50 campaign or any other awareness raising on women's equal participation? no council has not done a 50/50 campaign</i> <i>0</i>	Legislative measures and public awareness campaigns to emphasise that women's representation and participation are an important component of democracy and good governance.	Number of awareness campaigns	Submit 50/50 proposal to gender links, Allocate at least \$1500 dollars Posters on 50/50 on strategic locations	50/50 campaign IEC material on 50/50	Gender focal person Departmental and section focal persons	April 2016	
Political participation								

STRATEGIC OBJECTIVE/ OUTCOME	BASELINE	SADC PROTOCOL TARGET - 2015	INDICATORS	ACTIONS	OUTPUT	WHO	TIME FRAME	BUDGET
To increase participation by women because their concerns are often side-lined or overshadowed by political party concerns.	<i>Is there a multi-party women's caucus? council is a member of the women in local government forum</i>	Policies, strategies and programmes for the establishment and strengthening of structures to enhance gender mainstreaming.	Number of meetings attended	Attendance of WILGF meetings	Minutes of meetings attended	Admin Officer	On going	
	<i>Has any networking been done with other women's caucuses?</i> <i>Yes, at WILGF</i>							
To empower women councillors to advocate for gender equality	<i>Has there been a skills audit? What kinds of skills exist?</i>	Policies, strategies and programmes for building the capacity of women to participate effectively through leadership and gender sensitivity training and mentoring.	Number of trained councillors	Carry out a skills audit Training of councillors	Trained councillors	Gender focal persons	April 2016	
	<i>What training has already been done?</i> 0							
To empower men on gender issues and mobilise their support.	<i>What training has already been done – how many men participated?</i> 0	Ensure the inclusion of men in all gender related activities, including gender training and community mobilisation.	Number of men trained on gender issues	Conduct training for men on gender issues	Records of trainings	Gender Focal Person	On going	
	<i>Have any dialogues with</i>							

STRATEGIC OBJECTIVE/ OUTCOME	BASELINE	SADC PROTOCOL TARGET - 2015	INDICATORS	ACTIONS	OUTPUT	WHO	TIME FRAME	BUDGET
	<i>male Cllrs been held? 0</i>							
Public participation								
To ensure that women and men participate equally in local government and community matters	<i>What is the representation of women and men in ward committees? No gender disaggregated statistics</i>	At least 50 percent of decision-making positions in public and private sectors are held by women; affirmative action measures in effect.	Number of men and women participating in budget consultations, strategic plan, and ward meetings	Specific budget consultation on women and men Lobbying and mobilising men and women to participate in local government and community	Gender disaggregated consultation certificate	ADMIN /TREASUR E/ENG/HO USING	By October 2015	
	<i>Are there gender disaggregated statistics on the consultative meetings? NO</i>	Women and men participate equally in all governance structures.		Gender disaggregated consultation certificate				
	<i>Have any workshops been conducted with men's groups? Yes (2 conducted under WASH project)</i>	Ensure the inclusion of men in all gender related activities, including gender training and community mobilisation.	Number of men trained	Hold workshop. with the two men's forums/health clubs	Records of trainings conducted	Gender focal person	By march 2016	
PLANNING								

STRATEGIC OBJECTIVE/ OUTCOME	BASELINE	SADC PROTOCOL TARGET - 2015	INDICATORS	ACTIONS	OUTPUT	WHO	TIME FRAME	BUDGET
To ensure that targeted planning and service delivery takes place in the council women are consulted equally in policy-making processes.	<i>Is the Council's strategic plan gender aware? Yes it has one of its goals as gender mainstreaming, goal 16 and goal 17 improving the livelihoods of the elderly, vulnerable groups and people living with disabilities</i>		Budget allocation	Include gender mainstreaming on CIPA AND DIPA	Gender aware strategic plan	T/S	By October 2015	
To ensure that women are consulted about their needs when drawing up Council plans.	<i>Has the gender desk been involved in the strategic planning process? Have the views of women and men been taken into account in the plan? Yes the gender desk influence council to include two goals in the strategic plan</i>	Equal participation of women and men in policy formulation and implementation of economic policies.	Number of women attending consultation meetings	Mobilisation of women for consultation meetings	Records of consultation meetings	Admin Officer	On going	
MAINSTREAMING GENDER INTO EXISTING PROGRAMMES								
Local economic development – The economy and job creation								

STRATEGIC OBJECTIVE/ OUTCOME	BASELINE	SADC PROTOCOL TARGET - 2015	INDICATORS	ACTIONS	OUTPUT	WHO	TIME FRAME	BUDGET
To facilitate access to equal employment opportunities	<i>Is there gender disaggregated data on jobs created through Council activities? YES.</i>	Equal opportunity: ensure that women and men have an equal chance to participate in and implement economic decisions and policies.	Number of men and women employed on jobs created through council activities.	Crafting and adopting a gender sensitive HR policy.	HR Policy document .	ADM-HR	By end of June 2016.	
To provide gender aware support to the informal sector	<i>How gender aware is council assistance to the informal sector? Assistance to the informal sector not gender aware.</i>	Trade and informal sector: adopt policies and enact laws, which ensure equal access, benefits and opportunities for women and men in trade and entrepreneurship; take into account the contribution of women in the formal and informal sectors.	Designated informal sector trading places offered to men and women by council.	Provision of informal sector trading places.	Allocation list.	-HCSO - Engineerin g. -Finance.	By end of December 2016.	

STRATEGIC OBJECTIVE/ OUTCOME	BASELINE	SADC PROTOCOL TARGET - 2015	INDICATORS	ACTIONS	OUTPUT	WHO	TIME FRAME	BUDGET
To ensure that women and men have equal access to financial resources	Does the Council have any financial schemes or influence over any financial schemes to assist LED? Are these gender aware? NO	Policies and laws that determine access to, control of, and benefit from productive resources by women in order to ensure that women have equal access and rights to credit, capital, mortgages, security and training as men.	Number of men and women trained.	Entrepreneurship training.	Training registers.	Admin and Finance.	By end of December 2016.	
To ensure that women and men have equal access to new technologies for improving the efficiency of their enterprises.	Does the Council have any technology schemes or influence over any technology schemes to assist LED? Are these gender aware? YES. Not gender aware.	Ensure that women and men have access to modern, appropriate and affordable technology and support services.	Number of men and women accessing new technologies .	Provide convenient locations for new technologies.	Registered men and women accessing new technology.	-Finance -HCSO - Engineering.	Ongoing.	
Procurement								
To ensure that women benefit equally from the procurement processes which they have historically been excluded from.	<i>What proportion of Council tenders over the last year went to women? Is there a policy and or point system in place to redress gaps? No gender</i>	Women benefit equally from economic opportunities, including those created through public procurement policies.	Number of tenders awarded to women.	Hold awareness workshop on tender procedures and requirements.	Tender award documents.	Procurement committee .	Ongoing.	

STRATEGIC OBJECTIVE/ OUTCOME	BASELINE	SADC PROTOCOL TARGET - 2015	INDICATORS	ACTIONS	OUTPUT	WHO	TIME FRAME	BUDGET
	<i>disaggregated data on tenders awarded. No policy in place.</i>							
CLIMATE CHANGE AND SUSTAINABLE DEVELOPMENT								
Ensure that the council understand the effects of climate change and they address the effects through instilling measures to address the negative impact of climate change	<i>Has there been a gender aware audit done of climate change and its effects and or likely effects? No</i>	Laws and policies: review all policies and laws that determine whether women can access, control, and benefit from, productive resources.	-Number of Councillors and council staff trained in Climate change issues. -Number of policies on Climate Change formulated.	-Train Councillors and Council staff on Climate change. -Formulate policies on Climate change.	Register of trained Councillors and Council staff. -Policy documents.	Administration Officer.	End of February 2016.	
To involve women, as key stewards of the environment, in environmental preservation	<i>Are women involved in drawing up policies and plans for "going green" YES</i>	Equal participation of women and men in policy formulation and implementation of economic policies.	Number of women involved in environmental preservation.	-Mobilisation of women for environmental programmes.	Attendance registers.	Environmental Health Technician - Administration Officer -EMA	Ongoing.	
To involve women in projects and green business ventures, e.g. waste management.	<i>Are there any green business ventures? NO</i>	Women benefit equally from economic opportunities, including those created through public procurement policies.	-Number of green business ventures established. -Number of women involved in	-Establishment of green business ventures. -Mobilisation of women for green business ventures.	- Registers of green business ventures. -Registers of women involved	- Administration Officer. -E.H.T -EMA	Ongoing.	

STRATEGIC OBJECTIVE/ OUTCOME	BASELINE	SADC PROTOCOL TARGET - 2015	INDICATORS	ACTIONS	OUTPUT	WHO	TIME FRAME	BUDGET
			projects and green business ventures.		in green business ventures.			
To take into account the needs of women in emergencies and disasters	How gender aware are existing disaster management plans? No disaster management plan.	Policy measures to ease the burden of the multiple roles played by women.	Number of women involved in disaster risk preparedness issues.	Formulate a gender sensitive disaster management plan.	Disaster management plan document .	CEO	By end of April 2016.	
INFRASTRUCTURE								
Housing								
To promote the equal rights of women to land tenure	<i>What proportion of stands (ERF's) are owned by women? Data not gender disaggregated</i>	Collect and analyse baseline data against which progress in achieving targets will be monitored.	% of stands allocated to women	-Disaggregate data relating to ownership and housing waiting list -Awareness campaigns highlighting rights of women to tenure	Stands allocated to women	HCSO	On going	
	<i>Do any policies exist to ensure women's access to land tenure? Policies on tenure are not discriminatory, the restrictive factor is availability of finance.</i>	Laws and policies: review all policies and laws that determine whether women can access, control, and benefit from, productive resources. Especially with regard to <ul style="list-style-type: none"> Water and property rights; Land tenure; 	Number of gender sensitive policies formulated.	Formulate gender sensitive policies.	Policy documents	- Administration Officer. -HCSO -Finance	By end of December 2016.	

STRATEGIC OBJECTIVE/ OUTCOME	BASELINE	SADC PROTOCOL TARGET - 2015	INDICATORS	ACTIONS	OUTPUT	WHO	TIME FRAME	BUDGET
To ensure women's equal access to housing.	<i>What kind of consultation process exists in residential design? Planning undertaken by Physical Planning Dept.</i>	Laws and policies: review all policies and laws that determine whether women can access, control, and benefit from, productive resources.	Proportion of women to men owning houses.	-Lobby for joint ownership. -Introduce low cost schemes.	-Joint ownership processed -Low cost stands issued.	-HCSO. - Engineering.	Ongoing.	
Water, sanitation and electricity								
To ensure that women, who are disproportionately affected by inadequate service delivery, are provided with affordable access to basic services	<i>What services are currently being provided and at what cost?</i> (Sewer, water, roads, street lighting, and refuse collection)	Laws and policies: Review all policies and laws that determine whether women can access, control, and benefit from, productive resources. Especially with regard to Water and property rights.	Extent of road network rehabilitated, constructed, and maintained, Areas with sewer and water reticulation infrastructure constructed, No. of street lights installed and repaired , Areas with regular refuse collection	Construct ,rehabilitate and maintain Roads, Construct water and sewer reticulation infrastructure, Provide refuse collection Install street lights	Extent of Trafficable roads No. of residential areas with new sewer and water reticulation infrastructure, No. of Functional and repaired street lights	Engineering Department, Treasury Department	By end of December 2016 (reference Hwange Local Board Strategic Plan)	

STRATEGIC OBJECTIVE/ OUTCOME	BASELINE	SADC PROTOCOL TARGET - 2015	INDICATORS	ACTIONS	OUTPUT	WHO	TIME FRAME	BUDGET
	<i>What kind of consultation process has there been in the past? Budget consultations.</i>							
	<i>What is the current state of service delivery?</i>							
HEALTH								
Ensure health facilities are accessible to women	<i>How many mobile clinics are there currently? None Which communities do these clinics service? N/A</i>	Legislative frameworks, policies, programmes and services to enhance gender sensitive, appropriate and affordable quality health care.	Number of health facilities accessible by women. -Distance travelled by women to the nearest health facility.	No action required. Health facilities accessible by women. 1 Hospital 2 Clinics 2 Private Surgeries NB: These serve 5 suburbs.	N/A	N/A	N/A	
HIV AND AIDS AND CARE WORK								
Prevention								
To establish the gendered dimensions of HIV/AIDS and to raise awareness on the pandemic in the Council.	<i>Does the Council have gender disaggregated data on HIV and AIDS? YES</i>	Collect and analyse baseline data against which progress in achieving targets will be monitored.	Number of awareness campaigns conducted. -Number of health education sessions conducted.	Conduct awareness campaigns. -Health education.	Attendance registers.	Administration Officer. -Sister In Charge. -EHT -MOHCC -PDC -DAAC	Ongoing.	

STRATEGIC OBJECTIVE/ OUTCOME	BASELINE	SADC PROTOCOL TARGET - 2015	INDICATORS	ACTIONS	OUTPUT	WHO	TIME FRAME	BUDGET
To run gender-aware prevention campaigns	<i>Do prevention campaigns emphasise differences in power relations between women and men? YES</i>	Develop gender sensitive strategies to prevent new infections.	Number of gender aware prevention campaigns conducted.	Conduct gender aware prevention campaigns. -Health education.	Attendance registers.	Administration Officer. -SIC -EHT -MOHCC -DAAC -Ministry of gender and community development. -Ministry of public service and social Welfare	Ongoing.	
	<i>Do prevention campaigns emphasise the dangers of multiple concurrent partners? YES</i>			Create campaign messages on the dangers of multiple concurrent partners	Messages	Finance SIC EHT MOHCC DAAC MAC PDC	By end of March 2016	
	<i>Is the female condom available? If so where? YES. In health facilities and other points of convenience.</i>			-Free condom distribution. -Proper condom use demonstrations. -Health education.	-Female condoms distributed supports by health facility	-SIC -MOHCC/Z NFPC	Ongoing.	

STRATEGIC OBJECTIVE/ OUTCOME	BASELINE	SADC PROTOCOL TARGET - 2015	INDICATORS	ACTIONS	OUTPUT	WHO	TIME FRAME	BUDGET
					stock card.			
To ensure that messages of generational sex and multiple partners are addressed	<i>How has the municipality participated in awareness campaigns in the past? Through collaboration with other stakeholders. Has the municipality actively participated and promote the 16 Days Campaign in the past? NO</i>	Programmes take account of the unequal status of women, the particular vulnerability of the girl child as well as harmful practices and biological factors that result in women constituting the majority of those infected and affected by HIV and AIDS.	Number of messages on generational sex and multiple partners created.	-Create messages. -Administering the messages.	Messages	-Finance -SIC -DAAC -MAC -MOHCC Ministry of Women's Affairs Gender and Community Development.	On going	
To raise awareness that there is an increased risk of contracting HIV/AIDS as a result of sexual assault.	<i>Are there any awareness campaigns in the Council on the link between gender violence, HIV and AIDS? YES.</i>	Information on services available to survivors of gender based violence AND Laws on gender based violence provide for the comprehensive testing, treatment and care of survivors of sexual offences, which shall include preventing the onset of sexually	Number of awareness campaigns on HIV/AIDS and Sexual assault.	Conduct awareness campaigns.	Records of campaign conducted	-Finance - Administration Officers. -SIC -EHT -MOHCC - MOWGAC D -ZRP	On going	

STRATEGIC OBJECTIVE/ OUTCOME	BASELINE	SADC PROTOCOL TARGET - 2015	INDICATORS	ACTIONS	OUTPUT	WHO	TIME FRAME	BUDGET
		transmitted infections.						
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.	<i>Is PEP readily available at all health facilities? If not, at how many facilities is it available? YES</i>	Ready access to post exposure prophylaxis at all health facilities to reduce the risk of contracting HIV.	Number of education sessions on PEP conducted.	Conduct sessions on PEP.	Records of PEP sessions conducted .	-Finance -SIC -MOHCC -MOWAGC D -ZRP	Ongoing.	
To educate women and men on voluntary counselling and testing which is a powerful tool for preventing the spread of HIV/AIDS.	<i>What is the % of men and women who go for VCT?</i>	Collect and analyse baseline data against which progress in achieving targets will be monitored.	Number of education sessions on VCT conducted.	Conduct health education sessions on VCT.	Records of health education sessions on VCT conducted .	-SIC -EHT -MOHCC -DAAC -PDC	On going	
Treatment								
To address unequal access to treatment; especially inhibitions by men to accessing treatment	<i>What proportion of women compared to men access free treatment? 1:1</i>	Collect and analyse baseline data against which progress in achieving targets will be monitored.	Number of women inhibited by men to access treatment.	Educate men and women on the importance of treatment.	Records of health education sessions conducted .	-SIC -MOHCC -DAAC -PDC	On going	
Care								

STRATEGIC OBJECTIVE/ OUTCOME	BASELINE	SADC PROTOCOL TARGET - 2015	INDICATORS	ACTIONS	OUTPUT	WHO	TIME FRAME	BUDGET
Ensure that the council addresses the gendered dimensions of care work	<i>What proportion of care givers in the community are women? 90%</i>	Policies and programmes to ensure appropriate recognition of the work carried out by care givers, the majority of whom are women, the allocation of resources and the psychological support for care givers as well as promote the involvement of men in the care and support of people living with HIV and AIDS.	Number of men involved in care work.	Mobilise and train men in care work.	Records of men trained in care work.	-Finance. -SIC -MOHCC -PDC		
	Do care givers receive any remuneration? NO							
	What support do care givers receive? Income generating project.							
	Do care givers receive training? What kind? Yes. Entrepreneurship and HIV/AIDS.							
	Are there any efforts to involve men in care work? YES							
Social development								
To make community and sporting facilities more accessible to women and girls and ensure that they benefit equally from such facilities.	<i>What kind of work is/ has been done with women's groups? NIL</i>	Collect and analyse baseline data against which progress in achieving targets will be monitored.	Number of men and women utilising community and sporting facilities.	Promotion of the establishment of community sporting clubs.	Records/register of clubs.	-Finance -Engineering -HCSO	Ongoing.	

STRATEGIC OBJECTIVE/ OUTCOME	BASELINE	SADC PROTOCOL TARGET - 2015	INDICATORS	ACTIONS	OUTPUT	WHO	TIME FRAME	BUDGET
	<i>Are there any awareness programmes or training materials covering parenting responsibilities? NIL. If there are, are they gender sensitive? N/A.</i>							
GENDER SPECIFIC PROGRAMMES								
FLAGSHIP PROJECT - ENDING GENDER BASED VIOLENCE								
Prevention								
To contribute to the SADC Gender Protocol target of halving gender violence by 2015.	<i>What are the current statistics on GBV in the municipality?</i>	Collect and analyse baseline data against which progress in achieving targets will be monitored.	Number of campaigns conducted	Conduct clean-up campaigns with GBV as a theme.	Records of campaigns.	-Admin Officer.	Ongoing.	
		Integrated approaches, including cross sector structures with the aim of reducing current levels of gender based violence, by half by 2015.						
Public awareness campaigns								
To educate communities to challenge and	<i>How has the municipality participated in</i>	Introduce and support gender sensitisation and	Number of community	Conduct education and campaigns on	Records of trainings	Admin Officer.	On going	

STRATEGIC OBJECTIVE/ OUTCOME	BASELINE	SADC PROTOCOL TARGET - 2015	INDICATORS	ACTIONS	OUTPUT	WHO	TIME FRAME	BUDGET
eradicate gender based violence.	<i>awareness campaigns in the past? NO Has the municipality actively participated and promote the 16 Days Campaign in the past? No</i>	public awareness programmes aimed at changing behaviour and eradicating GBV in all sectors of society.	members educated in GBV.	GBV for both men and women.	and campaigns on GBV.			
		Ensure the inclusion of men in all gender related activities including gender training and community mobilisation.						
Response								
To implement actions that are effective in responding to GBV in your council	<i>What is the state of street lighting in the municipality?</i> <i>20% of street lights are functional</i>	Accessible, effective and responsive police, prosecutorial, health, social welfare and other service to redress cases of gender based violence.	No. of functional street lights	Repair and erect new streetlights Introduce solar powered street lights	Functional Street lights	Engineering	By end of Dec 2016	
	<i>Are any of the police stations within the municipality equipped (private room, female</i>	Specialised facilities, including support mechanisms for survivors of gender based violence.						

STRATEGIC OBJECTIVE/ OUTCOME	BASELINE	SADC PROTOCOL TARGET - 2015	INDICATORS	ACTIONS	OUTPUT	WHO	TIME FRAME	BUDGET
	<i>officers etc.) to deal with cases of GBV?</i> YES	Community sensitisation programmes regarding available services and resources for survivors of gender based violence.	Number of reported GBV cases	Liaise with ZRP on matters concerning GBV	Records of reported cases	Admin Officer	On going	
		Establish special counselling services, legal and police units to provide dedicated and sensitive services to survivors of gender-based violence.						
Support								
To implement a plan and actions that supports survivors of GBV	<i>How many places of safety and care are there within the municipality? 7</i>	Provide specialised facilities, including support mechanisms for survivors of gender-based violence.	No. of GBV survivors supported	Liaison with the Ministry of Public Services and Social Welfare	Records of survivors supported	Admin Officer	Ongoing	
	<i>How many counselling facilities are there within the municipality? 7</i>							
	<i>What publications and information exists on where to get help, and how is this being</i>							

STRATEGIC OBJECTIVE/ OUTCOME	BASELINE	SADC PROTOCOL TARGET - 2015	INDICATORS	ACTIONS	OUTPUT	WHO	TIME FRAME	BUDGET
	<i>disseminated currently?</i> <i>Publications are there, and are being distributed by stakeholders DAAC, MAC, Min of Social Welfare</i>							
Coordination								
To ensure that efforts to address GBV are conducted in a coordinated manner	<i>Is there a multi sector committee for addressing GBV in the local council?</i> <i>YES, includes ZRP, Girl Child Network, Min of Health and Child Care</i>	Integrated approaches, including cross sector structures with the aim of reducing current levels of gender based violence, by half by 2015.	No. of meetings conducted by the multi sectoral committee	Attending multi sectoral meetings on GBV	Minutes of the meetings attended	Admin Officer	On going	
Budget allocation								
To ensure that Councils commit budget and resources to addressing GBV	<i>Is there a budget line for addressing GBV in the Council?</i> <i>Yes, Budgets for GBV campaigns</i>		No. of GBV campaigns budgeted for and conducted	Conduct GBV campaigns	Records/ reports of GVB campaigns conducted	Admin Officer	On going	
Monitoring and evaluation								
To ensure that efforts to address GBV are		Collect and analyse baseline data against which progress in	No. of GBV activities conducted	Monitor and Evaluate progress of GBV activities	Reports of activities conducted	Admin Officer	Quarterly Basis	

STRATEGIC OBJECTIVE/ OUTCOME	BASELINE	SADC PROTOCOL TARGET - 2015	INDICATORS	ACTIONS	OUTPUT	WHO	TIME FRAME	BUDGET
monitored and evaluated		achieving targets will be monitored.						
Best practices								
To showcase best practices to end GBV			No. of stories documented	Documentation of stories of interest and success stories on ending GBV	Reports and Publications of stories	Admin Officer	Quarterly Basis	
EMPLOYMENT PRACTICES AND ENVIRONMENT								
To increase the representation of women employed in the council.	<i>What steps have been taken to prioritise gender equity in performance plans?</i> <i>No steps have been taken</i>	At least 50% of decision-making positions in the public and private sectors are held by women including the use of affirmative action measures.	Number of women in decision making positions	To conduct 2 Sensitisation workshops On gender mainstreaming issues	Trained councillors and staff members	Administration Officer Gender focal Person Council chairman	By February 2016	
	<i>What are the current gender statistics of employees in the municipality? What % men and women occupy management positions – what is the breakdown per department?</i> <i>A total 29% of employees are</i>	Review, amend and enact laws and policies that ensure women and men have equal access to wage employment in all sectors of the economy.	Approximately Equal number of men and women employed.	Design and approve a recruitment policy that gives equal opportunity to both men and women.	Availability of approved recruitment policy in place	Management and councillors	By June 2016	

STRATEGIC OBJECTIVE/ OUTCOME	BASELINE	SADC PROTOCOL TARGET - 2015	INDICATORS	ACTIONS	OUTPUT	WHO	TIME FRAME	BUDGET
	<p><i>females whilst males are 71%.</i></p> <p><i>14% of managers are females</i> <i>86% of managers are males</i></p> <p><u>DEPARTMENTAL BREAKDOWNS</u></p> <p>1) Administration <i>Females 37%</i> <i>Males 63%</i></p> <p>2) Housing <i>Females 70%</i> <i>males 30%</i></p> <p>3) Engineering <i>Females 6%</i> <i>Males 94%</i></p> <p>4) Finance <i>Females????</i> <i>Males???</i></p>							
	<p><i>Who is responsible for ensuring that</i></p>							

STRATEGIC OBJECTIVE/ OUTCOME	BASELINE	SADC PROTOCOL TARGET - 2015	INDICATORS	ACTIONS	OUTPUT	WHO	TIME FRAME	BUDGET
	<i>targets are met? Is this included in their contract?</i> <i>The Town Secretary. It is included in his contract</i>							
	<i>Has any work been done in this area?</i> <i>NO</i>							
	<i>Have the unions been approached?</i> <i>NO</i>							
Selection and recruitment								
To ensure that the recruitment and selection process offers equal opportunity to women.	<i>What kind of employment equity plan is in existence?</i> <i>For permanent employment we follow the national policy</i>	Affirmative action measures with particular reference to women in order to eliminate all barriers that prevent them from participating meaningfully in all spheres of life and create a conducive environment for such participation.	Active participation of women councillors in council meeting and programs Increased number of women councillors	Advocacy and awareness campaigns on the importance of women participation in decision making positions	Active participation by women councillors on decision making processes.	Councillors and management	By April 2016	

STRATEGIC OBJECTIVE/ OUTCOME	BASELINE	SADC PROTOCOL TARGET - 2015	INDICATORS	ACTIONS	OUTPUT	WHO	TIME FRAME	BUDGET
	<i>What are the targets for ensuring women's equal representation at all levels? Currently we have no target</i>							
	<i>Has gender been incorporated into policies and processes? There is no deliberate policy on gender infusion, however we have a standing practise whereby we are an equal opportunity employer.</i>	Eradication of occupational segregation and all forms of employment discrimination.	Increased participation of female and male employees matters relating to their duties. An improvement in the industrial relations.	Increased number of female employees from 31 people to 40 employees Give equal assignments and supervision to all employees of the same level.	Increased number of female employees	Council	By 31 December 2016	
	<i>Are women and men paid equally for the work they do? Yes We have salary scales which are not sex based.</i>	Equal pay for equal work and equal remuneration for jobs of equal value for women and men; and	Employees remunerated according to duties performed.	Not of a concern	Not of concern	Not of concern	Not a concern	

STRATEGIC OBJECTIVE/ OUTCOME	BASELINE	SADC PROTOCOL TARGET - 2015	INDICATORS	ACTIONS	OUTPUT	WHO	TIME FRAME	BUDGET
	<i>What is the policy on maternity leave?</i> <i>We are adhering to the provisions of labour act.</i>	Enact and enforce legislative measures prohibiting the dismissal or denial of recruitment on the grounds of pregnancy or maternity leave.	Non dismissal of employees on the basis of pregnancy or maternity leave	No action				
Capacity building								
To ensure that training is done to educate all employees and community groups on gender	<i>What training has already been done?</i> <i>Two training workshops have already been undertaken which were facilitated by Gender Links</i>	Ensure equal participation of women and men in decision making by putting in place policies, strategies and programmes for the establishment and strengthening of structures to enhance gender mainstreaming.	Gender sensitive policies in place	Review current policies to ensure that they are gender compliant	Availability of policies that are gender sensitive	Management	By June 2016	
Work conditions and environment								
To facilitate women's equal participation in the workplace by providing support for parents because parenting responsibilities have continue to	<i>What childcare facilities are currently available?</i> • <i>Currently there are two functional</i>	Provide protection benefits for women and men during maternity and paternity leave.	Job security for women and men on maternity and paternity leave respectively	Sensitisation workshops on importance of paternity and maternity leave.	Records of maternity and paternity leave issued	Administration and Human Resources Dept.	On going	

STRATEGIC OBJECTIVE/ OUTCOME	BASELINE	SADC PROTOCOL TARGET - 2015	INDICATORS	ACTIONS	OUTPUT	WHO	TIME FRAME	BUDGET
be the main responsibility of women.	<p><i>pre schools</i></p> <ul style="list-style-type: none"> <i>We have a family and child care facility at Empumalanga Clinic</i> 							
	<i>Is there any such arrangement currently?</i>	Conduct time use studies by 2015 and adopt policy measures to ease the burden of the multiple roles played by women.						
	<i>Has this issue ever been addressed? How?</i>							
	<i>Are there any such programmes?</i>							
	<i>What crèche facilities exist? Two pre schools</i>							
Address issues of sexual harassment in the council.	<p><i>Is there a sexual harassment policy in existence?</i> <i>No</i></p>	Enact legislative provisions adopt and implement policies, strategies and programmes that define and prohibit sexual harassment in all spheres, and provide deterrent sanctions for	Few reported cases on sexual harassment	Crafting of sexual harassment policy	An approved sexual harassment policy	Administration department	February 2016	
	<p><i>What kind of safety measures are in place currently?</i> <i>National code of conduct</i></p>							

STRATEGIC OBJECTIVE/ OUTCOME	BASELINE	SADC PROTOCOL TARGET - 2015	INDICATORS	ACTIONS	OUTPUT	WHO	TIME FRAME	BUDGET
		perpetrators of sexual harassment.						
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.	<i>Has any work been done in the establishment of structures? Yes a stand in Gender focal person has been appointed</i>	Establish and strengthen structures to enhance gender mainstreaming.	Availability of gender mainstreaming policies in place.	Appoint a gender focal person per department and a gender champion Each council department to have gender roles as part of their key result areas	Gender Policy documents	Admin Officer	By 31 December 2015	To be absorbed in the normal full council meeting
	<i>Is there a committee in Council responsible for gender?</i>							
	<i>No. if fabric of council has been sensitised on gender issues there may be no need for a committee to be established.</i>							
	<i>Has a gender technical task team: comprising the GFP has been formed?</i>							

STRATEGIC OBJECTIVE/ OUTCOME	BASELINE	SADC PROTOCOL TARGET - 2015	INDICATORS	ACTIONS	OUTPUT	WHO	TIME FRAME	BUDGET
	No							
	<p><i>Have gender focal points been established in all departments?</i> No</p> <p><i>Have TOR been drafted?</i> No</p>							
	<p><i>Has a gender specialist been recruited?</i> No</p>							
	<p><i>Has gender been written into the performance agreements of senior managers and GFP?</i> Gender is included in the council strategic plan document. It will be incorporated into performance contracts for senior managers.</p>							

STRATEGIC OBJECTIVE/ OUTCOME	BASELINE	SADC PROTOCOL TARGET - 2015	INDICATORS	ACTIONS	OUTPUT	WHO	TIME FRAME	BUDGET
	<i>Is the GMS known, has it been publicised?</i> No							
Budget, monitoring and evaluation								
To make use of gender disaggregated data for monitoring and evaluation to ensure that gender equality is being strived for.	<i>Does sex disaggregated data exist? Is it applied?</i> NO	Ensure gender sensitive and responsive budgeting at the micro and macro levels, including tracking, monitoring and evaluation.	Budgetary allocation of gender mainstreaming activities in council budget.	Funding of gender mainstreaming activities by council	Funded gender mainstreaming activities	Finance Department Council	By January 2017	
To ensure that resources are being allocated to gender priorities.	<i>Are there direct or budget allocations for advancing gender equality?</i> No	Ensure that all national and local budgets sufficiently represent the needs of women and men; assessment of all spending should reflect how resources have been allocated to all gender groups.	Gender sensitive budget in place	Council to approve a budget that takes into account the needs of men and women.	Approved gender sensitive budget	Council	By November 2015	
	<i>Do women and men benefit equally from budget allocations?</i> NO							

Annex D: Evaluation

Date: 14-17 September 2015

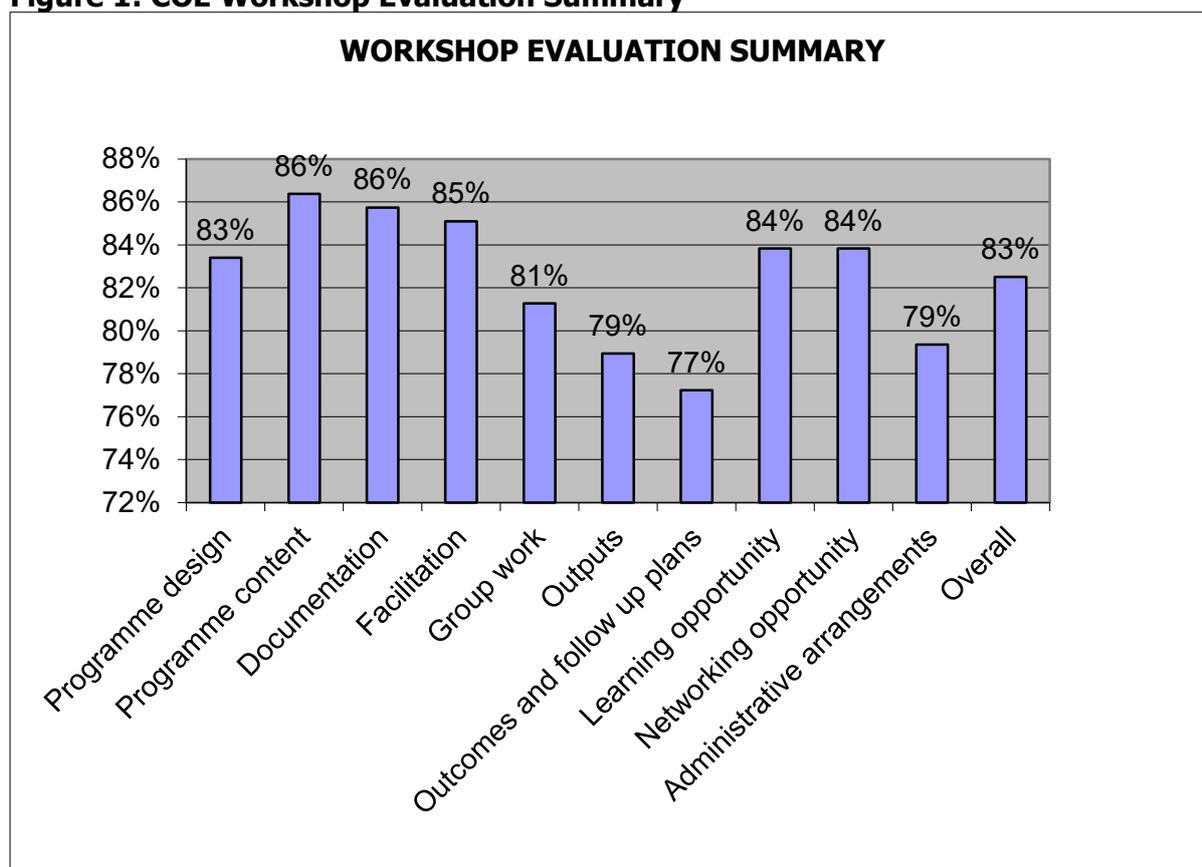
Venue: Holiday Inn Bulawayo

47 Evaluations received

Frequency of scoring by evaluation category

Category	1	2	3	4	5	6	7	8	9	10	Total
Programme Design				1	3	3	5	9	12	14	47
Programme Content					1	5	4	8	11	18	47
Documentation						6	4	11	9	17	47
Facilitation					3	2	6	10	9	17	47
Group work					2	4	9	13	9	10	47
Outputs					4	3	11	14	6	9	47
Outcomes and follow up plans					4	5	14	11	3	10	47
Learning Opportunity					2	4	7	10	9	15	47
Network Opportunity				1		6	6	10	8	16	47
Administrative Arrangements	1		1	1	10	1	1	6	6	20	47

Figure 1: COE Workshop Evaluation Summary



On the last day of the proceedings, participants were asked to evaluate the COE workshop. Results in Figure 1, shows that overall, 83% of the participants were satisfied with the workshop with participants' level of satisfaction ranging from 72% on administrative arrangements to 86% on programme content and documentation.

COMMENTS

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

- Gender Mainstreaming. The Session encourages the involvement of women in almost every part of life.
- Group work. Everybody was actively participating.
- GBV because it made me realize the importance of being sensitive to the needs of others.
- Conflict Resolution because it has a wide range of aspects to be wary of.
- Sex /Gender roles. This made me know who does what.
- Local Economic Development. It opened up my mind on the need to use locally available resources to bolster local businesses.
- All the sessions because the content was applicable to day to day livelihoods of our citizens.
- Gender mainstreaming because the programme was very important in enlightening how this can be aligned with policies.
- Gender mainstreaming and gender budgeting.
- Gender Action Plan. It ensures awareness of gender in all council activities.
- Gender Based Violence because cases which are mainly reported on this mainly affect women.
- Gender mainstreaming because I thought gender was associated with women.
- Gender Based Violence because many women have experienced it in different forms. Getting information on procedures to be followed to curb GBV was an eye opener.
- SADC Protocol. I got an appreciation of what is.
- Gender & Governance. It allows women to be more involved in decision-making.
- Gender mainstreaming. It is an everyday thing in all programs.
- Local Economic Development & Sustainable Development. The flourishing of the local economy is based on the two topics.
- Conflict Resolution. It is in the society that we live in.
- Gender Based Violence. It was educative on most aspects which were new to me.
- Conflict Resolution. It gave me an insight on how to resolve conflict in the family and community.
- Gender Budgeting. This will help us to input gender issues in our council budget.

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

- None. All were equally useful.
- Climate Change because it does not dovetail with Gender Issues.
- Climate Change. The presentation was not maximized.
- Gender Based Violence because statistics and research findings were one sided.
- Gender Based Violence. There are many areas that still need clarification
- Gender Budgeting because it is not new.
- Stereotypes. They are old fashioned things which can cause conflict.
- Sex & Gender roles. Most participants knew the difference between the two.
- Conflict Resolution. I could not figure out how it relates to gender mainstreaming.

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

- Preaching gender issues in every situation or event in the community. I will also involve all age groups and people from all walks of life.
- Will use the gender action plan in our council.
- Holding public meetings, budgeting and in policy formulation.

- I will encourage all stakeholders and the community to disseminate information on gender.
- I will visit villagers and conscientize them in my ward.
- Engaging the Ministry of Women Affairs, Gender & Community Development to give awareness on gender issues.
- I will impart the knowledge from the workshop, first to the ministry staff and then to the communities in the ward through monthly plans.
- By engaging local leaders and the community in my area in order to disseminate information as well as coming up with action plans.
- I will use the Action plan to facilitate smooth execution of duties.
- I will share with other members of the organization as well as come up with policies on gender mainstreaming.
- Responding to stereotypes and to influence decisions that are gender sensitive.
- Council is in the process of budget consultation so as a department we must make use of these to enlighten people.
- I will attempt to address gender issues that may arise in the day to day activities.
- I will be considerate of gender issues when planning.
- I will input what we have learnt into our strategic plan.
- Sensitize council and stakeholders to buy in on gender issues.
- I will take note of gender needs in my department (engineering department).
- I will make sure my organization implements what we have learnt.
- I will share the knowledge with everyone who did not attend the workshop.
- Sharing with colleagues, family and using the knowledge in our programs and development plans.
- I will meet my community and spread the word on how to deal with gender issues.

4. Any other comments?

- The Gender Action plan was a very good exercise. It gave us time to reason.
- The workshop was an eye opener. We learnt a lot from it. We need more of these workshops.
- Attendance register was not filled everyday as a measure of assessing participation.
- Gender Links should visit our communities.
- Overall the workshop was worthy as some issues on gender have been clearly explained and understood.
- Gender awareness will uplift the standard of living and will impact positively to sustainable economic development.
- Review the GBV Action Plan template to be practical to council.
- Time allocated to the workshop was very short as compared to the content.
- Overall the workshop was effective in raising awareness to gender challenges.
- I propose that there should be another workshop to get feedback on progress made in implementing the action plans.
- To demystify gender, let's have both men and women as Gender Focal Persons.
- For the future, it is important that GL is gender sensitive and not make people share rooms. The arrangement was uncomfortable.
- The learning was very participative, allowing participants to share knowledge and experiences.
- When participants share rooms, please give them the option to choose the individual they want to share with.