

**REPORT**  
**CENTRES OF EXCELLENCE STAGE SEVEN & EIGHT WORKSHOP**  
**ZIMBABWE**

**COUNCIL: HWANGE LOCAL BOARD**



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



**Participants at the COE workshop**

**Photo: Loverage Nhamoyebonde**



## Table of contents

|  |           |
|--|-----------|
| <b>EXECUTIVE SUMMARY .....</b>   | <b>3</b>  |
| <b>BACKGROUND TO THE COE PROCESS.....</b>  | <b>3</b>  |
| <b>WELCOME &amp; OPENING .....</b>   | <b>4</b>  |
| <b>GENDER &amp; MEDIA LITERACY .....</b>   | <b>4</b>  |
| FINDING WOMEN AND MEN IN THE NEWS.....   | 4         |
| PORTRAYAL OF WOMEN IN POLITICS AND THE MEDIA.....  | 5         |
| <b>GENDER AND COMMUNICATION.....</b>   | <b>6</b>  |
| DEFINITION OF TERMS .....  | 6         |
| COMMUNICATION .....  | 6         |
| APPROACHES TO COMMUNICATION .....  | 6         |
| <b>IT FOR ADVOCACY INCLUDING THE USE OF CELL PHONES.....</b>   | <b>6</b>  |
| INFORMATION COMMUNICATION TECHNOLOGY.....  | 6         |
| <b>APPLICATION OF MEDIA, COMMUNICATION AND NEW MEDIA SKILLS-EXAMPLE OF THE SIXTEEN DAYS OF<br/>ACTIVISM CAMPAIGN .....</b> | <b>7</b>  |
| THE SIXTEEN DAYS OF ACTIVISM AGAINST GENDER VIOLENCE.....  | 7         |
| <b>CLOSING REMARKS .....</b>   | <b>7</b>  |
| <b>ANNEX A: PROGRAMME .....</b>  | <b>9</b>  |
| <i>Annex B: Participant List .....</i>   | <i>10</i> |
| <i>Annex C: Hwange Local Board Action Plan .....</i>   | <i>16</i> |
| <i>Annex D: Evaluation.....</i>  | <i>46</i> |

## Executive summary

This is a report on the three-day inception and action planning workshop held at the Holiday Inn in Bulawayo from the 14<sup>th</sup> to the 16<sup>th</sup> 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 2<sup>nd</sup> 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.

### **Welcome & Opening**

The Gender Links (GL) Country Manager, Priscilla Maposa welcomed the participants to the joint stage seven and eight workshop of the COE process. She particularly thanked the participants for coming to the workshop with an open mind and ready to learn.

### **Gender & Media literacy**

Facilitating the module on gender and media literacy GL's Loverage Nhamoyebonde said the module is meant to train participants with relevant media analysis skills. He said not only should participants be equipped with such skills but also there is need to wear gender lens when interrogating media articles.

Using the SADC protocol articles 29-31 on Media, information and Communication, as a guide, participants went through media literacy exercises by making use of the locally available newspapers.

### **Finding Women and Men in the news**

Participants analysed how both the public and private media reports about men and women, taking note of the number of women and men sources and also the issues and activities they are reported on. From the articles that were analysed, participants observed that more men than women were interviewed in articles on politics, sports, and businesses. This stark reality further reinforces the notion that women are inferior to men and occupy an inferior social status. Further, participants noted blatant images of women shown as advertising and marketing agencies, thus reflecting evaluations of women as sexual objects.

Apart from finding women and men in the news, participants also analysed the media excerpts on how women sources were placed in the media. Observations by participants show that

placing of women's stories in the media lacked consistency. Participants listed some of the factors that affect

**Figure 1: Factors affecting the reporting of women's stories in the media**

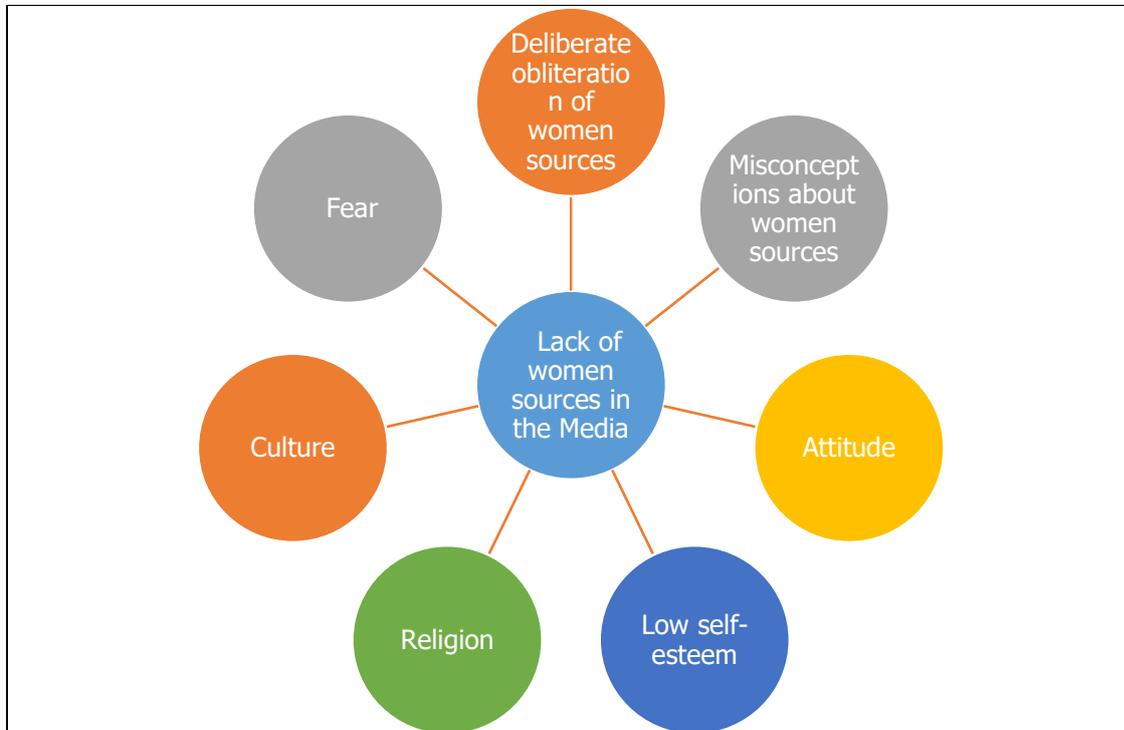


Figure 1 shows the factors that were cited by participants as reasons for the marginal citing and reporting of women sources and issues respectively in the media. Such factors systematically shut off the women from being known in the outside world and lead to many young women aspiring to be media professionals also shying away from the media fraternity.

### *Stereotypes*

Moving on to stereotypes, participants were able to define subtle stereotypes as terms or sayings that belittle people in a manner that looks as if they are being praised, and blatant stereotypes as direct statements that belittle people without making any effort to hide the fact, participants positively identified subtle and blatant stereotypes in the media literacy exercise.

### **Portrayal of Women In Politics and the Media**

One of the indicators that shows how the media evaluates women is often shown by its portrayal of women in politics. Nhamoyebonde mentioned that because the media is a powerful communication tool, it tends to form opinions and many times sets the agenda. Participants mentioned that female politicians were seldom listened to or even interviewed on issues that concern their personal achievements or development of their constituencies. Participants felt that women were deprived of running for political office because the media rubber stamps and promotes the view that women politicians have loose morals, and highly perceived to be single or divorced. These beliefs are extremely caustic to the drive for gender equity. They also restrict women's personal, professional, political, and social opportunities. In addition, participants observed that the media also attributes the success of female

politicians to their spouses or partners. Thus propagating the blatant views of women as incompetent, and unintelligent.

## **Gender and Communication**

### **Definition of Terms**

#### **Communication**

Participants defined communication as the exchange of information from one person to the other. The definition was further elaborated to include verbal and non-verbal communication. The media was also defined as the multiple ways used by humans to communicate with each other.

Participants noted that for effective and efficient communication to take place the message sent between the sender and the receiver must be clear. Participants also reiterated that communication is important as it enhances understanding of issues, production, and also that it promotes the sharing of ideas between people.

To aid participants' understanding of encoding and decoding messages, participants were taken through the broken communications exercise. The original message was given to one participant as, "*The most difficult thing in life is to love someone and not to be loved in return. It is more difficult to see the one you love, love someone else.*" When the message was exchanged from one participant to the other through whispering, several distortions were encountered. At the end of this small but insightful exercise, participants noted that because the message was transmitted by word of mouth, the majority of the participants did not understand the message. Of importance was the realisation that the longer the message, the more difficult it was to transmit and the more likely it was to be contaminated by such factors as language barriers, and the environment, thereby making it extremely difficult for people to decode the message properly.

#### **Approaches to communication**

Participants listed the different methods that they use to communicate with people in their respective communities. The majority of participants relied on the following types of media to convey messages;

- print,
- electronic
- audio and
- visual media

In addition, participants were taken through the approaches to communication that is, advocacy, campaigning, lobbying and networking. They also went through the different mediums used for communication like, face-to-face newspapers and the trending, social networking and internet based communication.

#### **IT for Advocacy including the use of Cell phones**

#### **Information Communication Technology**

Participants were introduced to the module on Information Technology (IT). Participants defined Information Communication Technology as tools or ways that are used to move media and information through the use of technology like email. In regards to IT, participants highlighted that they were using IT in the form of emails to conduct their day to day business.

Some indicated that they use whatsapp to send bulk messages to ratepayers and also to communicate amongst councillors.

The following IT and internet tools were listed as mediums that can be used for advocacy;



For the most part of the session, discussions centred on how to capacitate councils to embrace the developing technologies to aid effective communication within their communities. Participants were urged to use simple text messaging and also to create whatstapp groups that will enable them share information instantly to large groups of people in different geographical locations. Such groups will also aid in sharing best practices within and between councils.

The GL country manager went further to challenge and urge participants to embrace e-filing as a way of archiving relevant council and individual records as well as reducing the amount of paper that used when printing.

Participants were taken through the GL website, including the council pages. Participants highlighted that having a webpage was imperative for councils as it would market their activities locally, regionally, and internationally.

### **Application of Media, Communication and New Media Skills-Example of The Sixteen Days of Activism Campaign**

#### **The Sixteen Days of Activism against Gender Violence**

Global campaigns such as the Sixteen Days of Activism that participants get a chance to use their advocacy skill through the use appropriate information and technology tools. Participants were introduced to the 16 Days of Activism campaign module where they read the fact sheet on the 16 Days of Activism campaign before defining it as an international campaign against gender violence that runs every year from 25 November to 16 December. The overall objective is to advocate for the reduction in all forms of violence. Participants responded to the exercise on the Sixteen Days of Activism Campaign, with most being able to identify the special days that are commemorated during the period.

#### **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 Zvimba 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 where 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 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

#### STAGE SEVEN AND EIGHT: STRATEGIC COMMUNICATIONS AND IT FOR ADVOCACY



| DAY/TIME   | ACTIVITY  | TIME           | WHO |
|--|---|----------------|-----|
| <b>DAY ONE:</b>  |   |                |     |
| 8:00-8:30  | <b>Registration</b>   | 30 min         | GL  |
| 8:45 – 9:00  | <b>Introductions and objectives</b> <ul style="list-style-type: none"> <li>- To provide background and agree on objectives for the workshop</li> <li>- Expectations from participants</li> <li>- <b>To develop guidelines of participation</b></li> <li>- <b>Eyes and Ears</b></li> </ul> | 15 min         | GL  |
| <b>Gender and media literacy</b>                         |   |                |     |
| 9:00 – 10:00   | <b>Media monitoring, findings of the GMBS, taking up cases</b>  | 1 hour         | GL  |
| 10:00 – 10.15  | <i>TEA</i>  |                |     |
| 10.15 – 11:00  | <b>Profiles and mock interviews</b>   | 45 min         | GL  |
| <b>Gender and communications</b>                         |   |                |     |
| 11:00 – 12:00  | <b>Broken telephones; what is meant by communications; different forms of communication</b><br><b>Campaigns and different elements of campaigns</b>   | 1 hour         | GL  |
| 12:00 – 12:30  | <ul style="list-style-type: none"> <li>- <b>Understanding the internet</b></li> <li>- <b>Creating an email account</b></li> <li>- <b>Online petitions</b></li> <li>- <b>Cyber dialogues and online chats</b></li> <li>- <b>Social media – Facebook</b></li> </ul>                         | 30 mins        | GL  |
| 12:30-13:00  | <ul style="list-style-type: none"> <li>- <b>Using cell phones advocacy, Designing mobile campaigns</b></li> </ul>   | 30 mins        | GL  |
| 13:00 – 14:00  | <b>LUNCH</b>  | 1 hour         |     |
| <b>IT for advocacy, including the use of cell phones</b> |   |                |     |
| 14:00 – 14:30  | <ul style="list-style-type: none"> <li>- <b>What is the Sixteen Days of Activism (or other campaign to be taken up)</b></li> </ul>  | 30 min         | GL  |
| 14:30 – 15:00  | <ul style="list-style-type: none"> <li>- Group work on various aspects of the campaign</li> </ul>   | 30 mins        | GL  |
| 15:00 -15:15   | <i>TEA</i>  |                |     |
| 15:15 – 17:00  | <ul style="list-style-type: none"> <li>- Consolidation of plan</li> </ul>   | 1 hour 45 mins | All |
| 17:00 – 17:30  | <ul style="list-style-type: none"> <li>- Closure and way forward</li> </ul>   |                | All |

## **Annex B: Participant List**

| <b>Name</b>           | <b>Sex</b> | <b>Organization</b> | <b>Designation</b>              | <b>Ret/New Participant</b> | <b>Phone</b>  | <b>Email</b>   |
|-----------------------|------------|---------------------|---------------------------------|----------------------------|---------------|--|
| Priscilla Maposa      | Female     | Gender Links        | Country Manager                 | New                        | +263772735722 | <a href="mailto:zimmanager@genderlinks.org.za">zimmanager@genderlinks.org.za</a> |
| Kevin Chiramba        | Male       | Gender Links        | Senior Programs Officer         | New                        | +263772489772 |  |
| Tapiwa Zvaraya        | Male       | Gender Links        | M&E Officer                     | New                        | +263773955517 | <a href="mailto:zimmande@genderlinks.org.za">zimmande@genderlinks.org.za</a>     |
| Loverage Nhamoyebonde | Male       | Gender Links        | Intern                          | New                        | +263773967663 | <a href="mailto:123loverage@gmail.com">123loverage@gmail.com</a>                 |
| Mpofu Ndumiso         | Male       | Umzingwane RDC      | CEO                             | New                        | +263775905276 | <a href="mailto:ndumiso.mpofu@gmail.com">ndumiso.mpofu@gmail.com</a>             |
| Ndumiso Mdlalose      | Male       | Hwange Local Board  | Town Secretary                  | New                        | +263777031569 | <a href="mailto:mbozana@yahoo.com">mbozana@yahoo.com</a>                         |
| T. Mugoriya           | Male       | Hwange Local Board  | District Administration Officer | New                        | +263782047681 | <a href="mailto:mugoriyarm15@gmail.com">mugoriyarm15@gmail.com</a>               |
| C.T. Ndhlovu          | Male       | Hwange Local Board  | Board Chairman                  | New                        | +263778124822 | <a href="mailto:kabolomae@gmail.com">kabolomae@gmail.com</a>                     |
| Monica Ngwenya        | Female     | Lupane Local Board  | Board Chairperson               | New                        | +263774007800 | <a href="mailto:lupanelocalboard@gmail.com">lupanelocalboard@gmail.com</a>       |
| Tsitsi T Nleya        | Female     | Lupane Local Board  | Lupane GFP                      | Returning                  | +263775102906 | <a href="mailto:tsitsi1384.tn@gmail.com">tsitsi1384.tn@gmail.com</a>             |
| Gilbert Dube          | Male       | Lupane Local Board  | Town Secretary                  | New                        | +263772240665 | <a href="mailto:lusabase@yahoo.com">lusabase@yahoo.com</a>                       |
| Edward Mpofu          | Male       | Lupane Local Board  | Commissioner                    | New                        | +263772458995 | <a href="mailto:edwardmpofu@gmail.com">edwardmpofu@gmail.com</a>                 |
| Priscillar Nkala      | Female     | Gwanda Municipality | Town Clerk                      | New                        | +26377812822  | <a href="mailto:gwandatownclerk@gmail.com">gwandatownclerk@gmail.com</a>         |
| Baile Moyo            | Female     | Gwanda Municipality | Chamber Secretary               | New                        | +263772937748 | <a href="mailto:bailmoyo@gmail.com">bailmoyo@gmail.com</a>                       |
| Knowledge Ndlovu      | Male       | Gwanda Municipality | Mayor                           | New                        | +263775459666 | <a href="mailto:knowledgealex01@gmail.com">knowledgealex01@gmail.com</a>         |
| 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 | <a href="mailto:mafesirolendincube@gmail.com">mafesirolendincube@gmail.com</a> |
| Nketa Mangove Dhlamini | Male   | Mangwe RDC         | Chief Executive Officer          | New                 | +263782080073 | <a href="mailto:mangwerdc@gmail.com">mangwerdc@gmail.com</a>                   |
| Emma Chivaraidze       | Female | Hwange Local Board | GFP/Admin Officer                | New                 | +263772461766 | <a href="mailto:emmachiva@yahoo.com">emmachiva@yahoo.com</a>                   |
| Phillip Nguni          | Male   | Hwange Local Board | Town Engineer                    | New                 | +263772414186 | <a href="mailto:ngonip@gmail.com">ngonip@gmail.com</a>                         |
| Robert Ndlovu          | Male   | Hwange Local Board | Councillor                       | New                 | +263772262997 |  |
| Patrick Shonhai        | Male   | Lupane Local Board | Worker's Committee Chairperson   | New                 | +263772459221 |  |
| Tendai sibanda         | Female | Hwange Local Board | Councillor                       | New                 | +263775321254 |  |
| Lucy Sibanda           | Female | Umzingwane RDC     | Assistant Administration Officer | New                 |               |  |
| Mpofu Hlayi            | Female | Umzingwane RDC     | GFP                              | Returning           | +263777825097 | <a href="mailto:hainet.liphi@gmail.com">hainet.liphi@gmail.com</a>             |
| Plaxedes Ndlovu        | Female | Umzingwane RDC     | Officer                          | New                 | +263779444363 | <a href="mailto:plaxediscassnova@gmail.com">plaxediscassnova@gmail.com</a>     |
| Sinikiwe Khumalo       | Female | Umzingwane RDC     | Councillor                       | New                 | +263712797543 |  |
| Shumirai Nkiwane       | Female | Umzingwane RDC     | Councillor                       | New                 | +263712538978 |  |
| Partson Sibanda        | Male   | Umzingwane RDC     | Councillor                       | New                 | +263775576825 |  |
| Nqabeni Nkala          | Male   | Umzingwane RDC     | Councillor                       | New                 | +263773701461 | <a href="mailto:nkala1968@gmail.com">nkala1968@gmail.com</a>                   |
| Jetro Moyo             | Male   | Umzingwane RDC     | Councillor                       | New                 | +263713123101 |  |
| Jabulani Makhala       | Male   | Umzingwane RDC     | Councillor                       | New                 | +263715882312 |  |
| Ndodana Ndebele        | Male   | Umzingwane RDC     | Planning Technician              | New                 | +263771920756 | <a href="mailto:professormoyox@gmail.com">professormoyox@gmail.com</a>         |
| Professor Moyo         | Male   | Umzingwane RDC     | Technician                       | New                 |               |  |

| <b>Name</b>          | <b>Sex</b> | <b>Organization</b> | <b>Designation</b>               | <b>Ret/New Participant</b> | <b>Phone</b>   | <b>Email</b>   |
|----------------------|------------|---------------------|----------------------------------|----------------------------|----------------|--|
| Benita Moyo          | Female     | Hwange Local Board  | Information Technology           | New                        | +263772166130  | <a href="mailto:moyobenita@gmail.com">moyobenita@gmail.com</a>                         |
| Faluza Mwaluza Tembo | Female     | Hwange Local Board  | Sister In Charge                 | New                        | +263779937537  | <a href="mailto:faluzamtembo@gmail.com">faluzamtembo@gmail.com</a>                     |
| Abraham Phiri        | Male       | Hwange Local Board  | A/Housing and Community Services | New                        | +263772459058  | <a href="mailto:abrahamphiri58@gmail.com">abrahamphiri58@gmail.com</a>                 |
| Mhlupheki Mlilo      | Male       | Hwange Local Board  | Human Resources Officer          | New                        | +263772459051  | <a href="mailto:mhluphekimlilo@gmail.com">mhluphekimlilo@gmail.com</a>                 |
| Nqobile Mabhena      | Male       | Hwange Local Board  | Environmental Health Technician  | New                        | +263772754879  | <a href="mailto:nqobilemabhena@gmail.com">nqobilemabhena@gmail.com</a>                 |
| Innocent Tshuma      | Male       | Hwange Local Board  | Board Treasurer                  | New                        | +263775303393  | <a href="mailto:itshumawangelocalboard@gmail.com">itshumawangelocalboard@gmail.com</a> |
| Freetime Khupe       | Male       | Hwange Local Board  | Internal Auditor                 | New                        | +263 281 30330 | <a href="mailto:sophiakhupe@yahoo.com">sophiakhupe@yahoo.com</a>                       |
| Nathan Ngwenya       | Male       | Gwanda Municipality | Economic Development Officer     | New                        | +263775472672  | <a href="mailto:nathannasto@gmail.com">nathannasto@gmail.com</a>                       |
| Wilson Maposa        | Male       | Hwange Local Board  | Finance Committee Chairperson    | New                        | +263772937849  | <a href="mailto:maposawilson@gmail.com">maposawilson@gmail.com</a>                     |
| Freedom Sibanda      | Male       | Lupane Local Board  | Housing Director                 | New                        | +263772636882  | <a href="mailto:sibanda.freedomllb@gmail.com">sibanda.freedomllb@gmail.com</a>         |
| Sibonginkosi D Dube  | Male       | Lupane Local Board  | Technician                       | New                        | +263772642812  | <a href="mailto:sddumidube@gmail.com">sddumidube@gmail.com</a>                         |
| Sipho Mdlongwa       | Female     | Gwanda Municipality | Director of Housing and Com. Ser | New                        | +26328420572   | <a href="mailto:housingdirector.mog@gmail.com">housingdirector.mog@gmail.com</a>       |
| Jane Sibanda         | Female     | Gwanda Municipality | Estates Officer                  | New                        | +263773373723  | <a href="mailto:sibandajane2012@gmail.com">sibandajane2012@gmail.com</a>               |
| Nelson Ndlovu        | Male       | Gwanda Municipality | Committee Officer                | New                        | +263713005932  | <a href="mailto:nlsnndlovu@gmail.com">nlsnndlovu@gmail.com</a>                         |

| Name                  | Sex    | Organization        | Designation                    | Ret/New Participant | Phone         | Email  |
|-----------------------|--------|---------------------|--------------------------------|---------------------|---------------|--|
| Kenneth Khumalo       | Male   | Gwanda Municipality | Ass. Dir. Housing and Com. Ser | New                 | +263772112803 | <a href="mailto:kenkhumalo74@gmail.com">kenkhumalo74@gmail.com</a>                   |
| Emelly Mubwanda       | Female | Gwanda Municipality | Revenue Clerk                  | New                 | +263772712769 |  |
| Dumisani Siziba       | Male   | Gwanda Municipality | Councillor                     | New                 | +263776086001 |  |
| Johane Ncube          | Male   | Gwanda Municipality | Councillor                     | New                 | +263712079214 |  |
| Thulani Moyo          | Male   | Gwanda Municipality | Councillor                     | New                 | +263775459600 | <a href="mailto:thutsmoyo@gmail.com">thutsmoyo@gmail.com</a>                         |
| Jastone Mazhale       | Male   | Gwanda Municipality | Councillor                     | New                 | +263773668241 | <a href="mailto:jastonemazhale@gmail.com">jastonemazhale@gmail.com</a>               |
| Mduduzi Ncube         | Male   | Gwanda Municipality | Councillor                     | New                 | +263715834555 |  |
| Butholezwe Mkhwananzi | Male   | Gwanda Municipality | Councillor                     | New                 | +263774016000 | <a href="mailto:buthoe@clickgwanda.com">buthoe@clickgwanda.com</a>                   |
| Wilson Dube           | Male   | Gwanda Municipality | Councillor                     | New                 | +263713136785 |  |
| Ponalo Maphala        | Male   | Gwanda Municipality | Councillor                     | New                 | +263772899649 |  |
| Sihle Ngwenya         | Female | Mangwe RDC          | Accountant                     | New                 | +263773564039 | <a href="mailto:ngwenya.sihle.ngwenya@gmail.com">ngwenya.sihle.ngwenya@gmail.com</a> |
| Listen Dube           | Female | Mangwe RDC          | Social services                | New                 | +263772621224 | <a href="mailto:listendube@gmail.com">listendube@gmail.com</a>                       |
| Lozita Khumalo        | Female | Mangwe RDC          | Worker's Committee             | New                 | +263773564034 | <a href="mailto:thak2602@gmail.com">thak2602@gmail.com</a>                           |
| Sakhile Ndebele       | Female | Mangwe RDC          | Audit Chairperson              | New                 | +263775366832 |  |
| Sindisiwe Sibanda     | Female | Mangwe RDC          | Finance Committee Chairperson  | New                 | +263779016706 | <a href="mailto:sindisiwendazisibanda@gmail.com">sindisiwendazisibanda@gmail.com</a> |
| Ngonidzashe Chemhuru  | Female | Mangwe RDC          | Social services Chairperson    | New                 | +263712536193 |  |
| Francis Sibanda       | Male   | Mangwe RDC          | Roads Chairperson              | New                 | +263778815618 |  |

| Name               | Sex    | Organization        | Designation                   | Ret/New Participant | Phone         | Email  |
|--------------------|--------|---------------------|-------------------------------|---------------------|---------------|--|
| Alfred Majahana    | Male   | Mangwe RDC          | Conservation chairperson      | New                 | +263771538020 |  |
| Johnson Sibanda    | Male   | Mangwe RDC          | HR Officer                    | New                 | +263775520120 | <a href="mailto:johnsonsib@gmail.com">johnsonsib@gmail.com</a>                 |
| Thembanani Ndhlovu | Male   | Mangwe RDC          | Auditor                       | New                 | +263773560571 | <a href="mailto:thembanindlovu@yahoo.com">thembanindlovu@yahoo.com</a>         |
| Themba Sibanda     | Male   | Mangwe RDC          | Planning Technician           | New                 | +263776450511 | <a href="mailto:teemansibanda@gmail.com">teemansibanda@gmail.com</a>           |
| Norman Tshuma      | Male   | Mangwe RDC          | Ingwizi Chairperson           | New                 | +263779253279 |  |
| Jabulani Dube      | Male   | Mangwe RDC          | HR Committee Chairperson      | New                 | +263776436226 |  |
| Amanda Khumalo     | Female | Umzingwane RDC      | Councillor                    | New                 | +263712305272 |  |
| Joyce Dube         | Female | Mangwe RDC          | Councillor                    | New                 | +263779251804 |  |
| J. Munkuli         | Male   | Hwange Local Board  | Audit Committee Chairperson   | New                 | +263775756142 |  |
| Winnie Ncube       | Female | Hwange Local Board  | Housing Committee Chairperson | Returning           | +263773078418 | <a href="mailto:winniencube10@gmail.com">winniencube10@gmail.com</a>           |
| Alice Dube         | Female | Umzingwane RDC      | Vice Chairperson              | New                 | +263734981325 |  |
| Nhlahla Magagula   | Male   | Umzingwane RDC      | DDO MWAGCD                    | Returning           | +263714147425 | <a href="mailto:nhlanhlamagagula63@gmail.com">nhlanhlamagagula63@gmail.com</a> |
| Tauya Moyo         | Male   | Mangwe RDC          | DDO MWAGCD                    | Returning           | +263775370855 | <a href="mailto:tauyamoyo3@gmail.com">tauyamoyo3@gmail.com</a>                 |
| Chiratidzo Maphosa | Female | Hwange Local Board  | Councillor                    | New                 | +263713101111 |  |
| Rhodha Sibanda     | Female | Hwange Local Board  | Councillor                    | New                 | +263773004704 |  |
| Marilyn S. Nyoni   | Female | Gwanda Municipality | Gender Focal Person           | Returning           | +263773886782 | <a href="mailto:marilynsnyoni46@gmail.com">marilynsnyoni46@gmail.com</a>       |
| Sinenhlahla Moyo   | Female | Mangwe RDC          | Gender Focal Person           | Returning           | +263773564035 | <a href="mailto:sinenhlanhlamoyo@gmail.com">sinenhlanhlamoyo@gmail.com</a>     |

| <b>Name</b>      | <b>Sex</b> | <b>Organization</b> | <b>Designation</b>     | <b>Ret/New Participant</b> | <b>Phone</b>  | <b>Email</b>   |
|------------------|------------|---------------------|------------------------|----------------------------|---------------|--|
| Felicity Gangaya | Female     | Local Government    | District Administrator | New                        | +263773659159 | <a href="mailto:feliga58@gmail.com">feliga58@gmail.com</a> |
| F. Mangena       | Female     | YPN                 | District Chairperson   | New                        | +263716478962 | <a href="mailto:w.w.fayz@gmail.com">w.w.fayz@gmail.com</a> |

**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 |
|--|---|--|---|--|---|-----------------|-------------------------|--------|
| <b>GENDER POLICY FRAMEWORK</b>   |   |  |   |  |   |                 |                         |        |
| 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><br>Reduced number of cases of GBV | Clean up campaign with message on GBV<br>Campaigns<br>Sensitisation work shop<br>Have t-shirts for staff members on GBV select a day of week where they wore this message<br>Bill boards<br>Take advantage of the health | Sensitisation workshop<br>Clean up campaign with GBV message<br>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<br>Number of policies realigned                            | Come up with a draft<br>Seek mandate from council<br>Obtain by in of stakeholders workers committee<br>Councillors<br><br>Table before full council for approval | Gender policy<br><br>Full council resolution                       | Admin/HC<br>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<br>Utilise the health clubs  | Council gender champion  | Gender focal person  | <i>By December 2015</i> |        |
| <b>GOVERNANCE</b>  |   |   |   |  |  |                      |                         |        |
| <b>Representation</b>  |   |   |   |  |  |                      |                         |        |
| 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?<br/>Council has 15 councillors of which 4 are female<br/>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<br>Number of women councillors<br>Attendance register | 50/50 campaign<br>Quota<br>Gender sensitive recruitment policy   | 50% representation of women<br>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 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 |        |
| <b>Political participation</b>  |  |   |  |   |                                      |  |            |        |

| 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><br><br><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<br>Training of councillors | Trained councillors          | Gender focal persons | April 2016 |        |
|   | <i>What training has already been done?</i><br><br>0   |   |  |   |                              |                      |            |        |
| To empower men on gender issues and mobilise their support.   | <i>What training has already been done – how many men participated?</i><br><br>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?<br/>0</i>  |  |  |   |   |                               |                 |        |
| <b>Public participation</b>  |   |  |  |   |   |                               |                 |        |
| 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?</i><br><br><i>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<br>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?</i><br><br><i>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?</i><br><br><i>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   |        |
| <b>PLANNING</b>  |   |  |  |   |   |                               |                 |        |

| 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        |        |
| <b>MAINSTREAMING GENDER INTO EXISTING PROGRAMMES</b>   |   |   |   |   |                                  |               |                 |        |
| <b>Local economic development – The economy and job creation</b>   |   |   |   |   |                                  |               |                 |        |

| 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<br>- Engineerin g.<br>-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<br>-HCSO<br>- Engineering. | Ongoing.                 |        |
| <b>Procurement</b>  |   |  |  |  |  |                                     |                          |        |
| 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>   |   |   |   |  |   |                       |        |
| <b>CLIMATE CHANGE AND SUSTAINABLE DEVELOPMENT</b>  |   |   |   |   |  |   |                       |        |
| 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.<br><br>-Number of policies on Climate Change formulated. | -Train Councillors and Council staff on Climate change.<br><br>-Formulate policies on Climate change. | Register of trained Councillors and Council staff.<br><br>-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<br>- Administration Officer<br>-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.<br>-Number of women involved in   | -Establishment of green business ventures.<br>-Mobilisation of women for green business ventures.     | - Registers of green business ventures.<br>-Registers of women involved      | - Administration Officer.<br>-E.H.T<br>-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.    |        |
| <b>INFRASTRUCTURE</b>  |   |   |  |  |                                     |  |                          |        |
| <b>Housing</b>   |   |   |  |  |                                     |  |                          |        |
| 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>  | <b>Collect and analyse baseline data</b> against which progress in achieving targets will be monitored.   | % of stands allocated to women                                 | -Disaggregate data relating to ownership and housing waiting list<br>-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> | <b>Laws and policies:</b> 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"> <li>Water and property rights;</li> <li>Land tenure;</li> </ul> | Number of gender sensitive policies formulated.                | Formulate gender sensitive policies.   | Policy documents                    | - Administration Officer.<br>-HCSO<br>-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>                     | <b>Laws and policies:</b> 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.<br><br>-Introduce low cost schemes.   | -Joint ownership processed<br>-Low cost stands issued.  | -HCSO.<br>- Engineering.                       | Ongoing.  |        |
| <b>Water, sanitation and electricity</b>  |   |  |  |   |   |  |   |        |
| 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><br><br>( 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,<br><br>Construct water and sewer reticulation infrastructure,<br><br>Provide refuse collection<br>Install street lights | Extent of Trafficable roads<br><br>No. of residential areas with new sewer and water reticulation infrastructure,<br><br>No. of Functional and repaired street lights | Engineering Department,<br>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>  |  |  |  |                       |  |            |        |
| <b>HEALTH</b>   |  |  |  |  |                       |  |            |        |
| Ensure health facilities are accessible to women  | <i>How many mobile clinics are there currently? None<br/>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.<br>-Distance travelled by women to the nearest health facility. | No action required. Health facilities accessible by women.<br>1 Hospital<br>2 Clinics<br>2 Private Surgeries<br>NB: These serve 5 suburbs. | N/A                   | N/A  | N/A        |        |
| <b>HIV AND AIDS AND CARE WORK</b>   |  |  |  |  |                       |  |            |        |
| <b>Prevention</b>   |  |  |  |  |                       |  |            |        |
| 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.<br>-Number of health education sessions conducted.                      | Conduct awareness campaigns.<br>-Health education.   | Attendance registers. | Administration Officer.<br>-Sister In Charge.<br>-EHT<br>-MOHCC<br>-PDC<br>-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.<br>-Health education.                       | Attendance registers.                                   | Administration Officer.<br>-SIC<br>-EHT<br>-MOHCC<br>-DAAC<br>-Ministry of gender and community development.<br>-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<br>SIC<br>EHT<br>MOHCC<br>DAAC<br>MAC<br>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.<br>-Proper condom use demonstrations.<br>-Health education. | -Female condoms distributed supports by health facility | -SIC<br>-MOHCC/Z<br>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.<br>-Administering the messages. | Messages                      | -Finance<br>-SIC<br>-DAAC<br>-MAC<br>-MOHCC<br>Ministry of Women's Affairs<br>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<br>- Administration Officers.<br>-SIC<br>-EHT<br>-MOHCC<br>- MOWGAC<br>-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<br>-SIC<br>-MOHCC<br>-MOWAGC<br>D<br>-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<br>-EHT<br>-MOHCC<br>-DAAC<br>-PDC            | On going   |        |
| <b>Treatment</b>  |   |   |   |   |   |  |            |        |
| 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<br>-MOHCC<br>-DAAC<br>-PDC                    | On going   |        |
| <b>Care</b>   |   |   |   |   |   |  |            |        |

| 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.<br>-SIC<br>-MOHCC<br>-PDC |            |        |
|   | Do care givers receive any remuneration?<br>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?<br>YES                       |   |  |   |                                      |                                     |            |        |
| <b>Social development</b>   |   |   |  |   |                                      |                                     |            |        |
| 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<br>-Engineering<br>-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> |   |                               |   |                       |                 |            |        |
| <b>GENDER SPECIFIC PROGRAMMES</b>  |   |   |                               |   |                       |                 |            |        |
| <b>FLAGSHIP PROJECT - ENDING GENDER BASED VIOLENCE</b>                               |   |   |                               |   |                       |                 |            |        |
| <b>Prevention</b>  |   |   |                               |   |                       |                 |            |        |
| 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. |                               |   |                       |                 |            |        |
| <b>Public awareness campaigns</b>  |   |   |                               |   |                       |                 |            |        |
| 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.                              |                                 |  |                          |             |                    |        |
| <b>Response</b>  |  |   |                                 |  |                          |             |                    |        |
| 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><br><br><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<br>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><br><br>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. |                                |   |                                |               |            |        |
| <b>Support</b>   |   |   |                                |   |                                |               |            |        |
| 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><br><br><i>Publications are there, and are being distributed by stakeholders DAAC, MAC, Min of Social Welfare</i>                     |   |   |   |   |               |                 |        |
| <b>Coordination</b>   |   |   |   |   |   |               |                 |        |
| 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><br><br><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        |        |
| <b>Budget allocation</b>  |   |   |   |   |   |               |                 |        |
| To ensure that Councils commit budget and resources to addressing GBV       | <i>Is there a budget line for addressing GBV in the Council?</i><br><br><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        |        |
| <b>Monitoring and evaluation</b>  |   |   |   |   |   |               |                 |        |
| 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.  |   |   |  |   |                  |        |
| <b>Best practices</b>  |   |   |   |   |  |   |                  |        |
| 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  |        |
| <b>EMPLOYMENT PRACTICES AND ENVIRONMENT</b>                      |   |   |   |   |  |   |                  |        |
| To increase the representation of women employed in the council. | <i>What steps have been taken to prioritise gender equity in performance plans?</i><br><br><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<br><br>Gender focal Person<br><br>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><br><br><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><br/><i>86% of managers are males</i></p> <p><u>DEPARTMENTAL BREAKDOWNS</u></p> <p>1) Administration<br/><i>Females 37%</i><br/><i>Males 63%</i></p> <p>2) Housing<br/><i>Females 70%</i><br/><i>males 30%</i></p> <p>3) Engineering<br/><i>Females 6%</i><br/><i>Males 94%</i></p> <p>4) Finance<br/><i>Females????</i><br/><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?<br/>Is this included in their contract?</i><br><br><i>The Town Secretary.<br/>It is included in his contract</i> |  |  |  |   |                            |               |        |
|   | <i>Has any work been done in this area?</i><br><br><i>NO</i>   |  |  |  |   |                            |               |        |
|   | <i>Have the unions been approached?</i><br><br><i>NO</i>   |  |  |  |   |                            |               |        |
| <b>Selection and recruitment</b>  |  |  |  |  |   |                            |               |        |
| To ensure that the recruitment and selection process offers equal opportunity to women. | <i>What kind of employment equity plan is in existence?</i><br><i>For permanent employment we follow the national policy</i>         | <b>Affirmative action measures</b> 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<br><br>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?<br/>Currently we have no target</i>  |  |   |   |                                      |                |                     |        |
|                              | <i>Has gender been incorporated into policies and processes?<br/><br/>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.<br><br>An improvement in the industrial relations. | Increased number of female employees from 31 people to 40 employees<br><br>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?<br/>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><br><br><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   |  |  |              |        |
| <b>Capacity building</b>  |  |   |  |   |  |  |              |        |
| To ensure that training is done to educate all employees and community groups on gender   | <i>What training has already been done?</i><br><br><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 |        |
| <b>Work conditions and environment</b>  |  |   |  |   |  |  |              |        |
| 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><br><br>• <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"> <li><i>We have a family and child care facility at Empumalanga Clinic</i></li> </ul> |   |   |                                      |                                      |                           |               |        |
|   | <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><br/><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><br/><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.                                   |   |  |                         |               |                     |   |
| <b>GENDER MANAGEMENT SYSTEM</b>   |  |  |   |  |                         |               |                     |   |
| <b>Gender structures</b>  |  |  |   |  |                         |               |                     |   |
| 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<br><br>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><br/>No</p> <p><i>Have TOR been drafted?</i><br/>No</p>   |                             |            |         |        |     |            |        |
|                              | <p><i>Has a gender specialist been recruited?</i><br/>No</p>   |                             |            |         |        |     |            |        |
|                              | <p><i>Has gender been written into the performance agreements of senior managers and GFP?</i><br/>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><br>No                                 |   |  |   |  |                                   |                  |        |
| <b>Budget, monitoring and evaluation</b>  |  |   |  |   |  |                                   |                  |        |
| 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><br><br>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<br><br>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><br><br>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><br>NO                 |   |  |   |  |                                   |                  |        |



## Annex D: Evaluation

**Date: 14-17 September 2015**

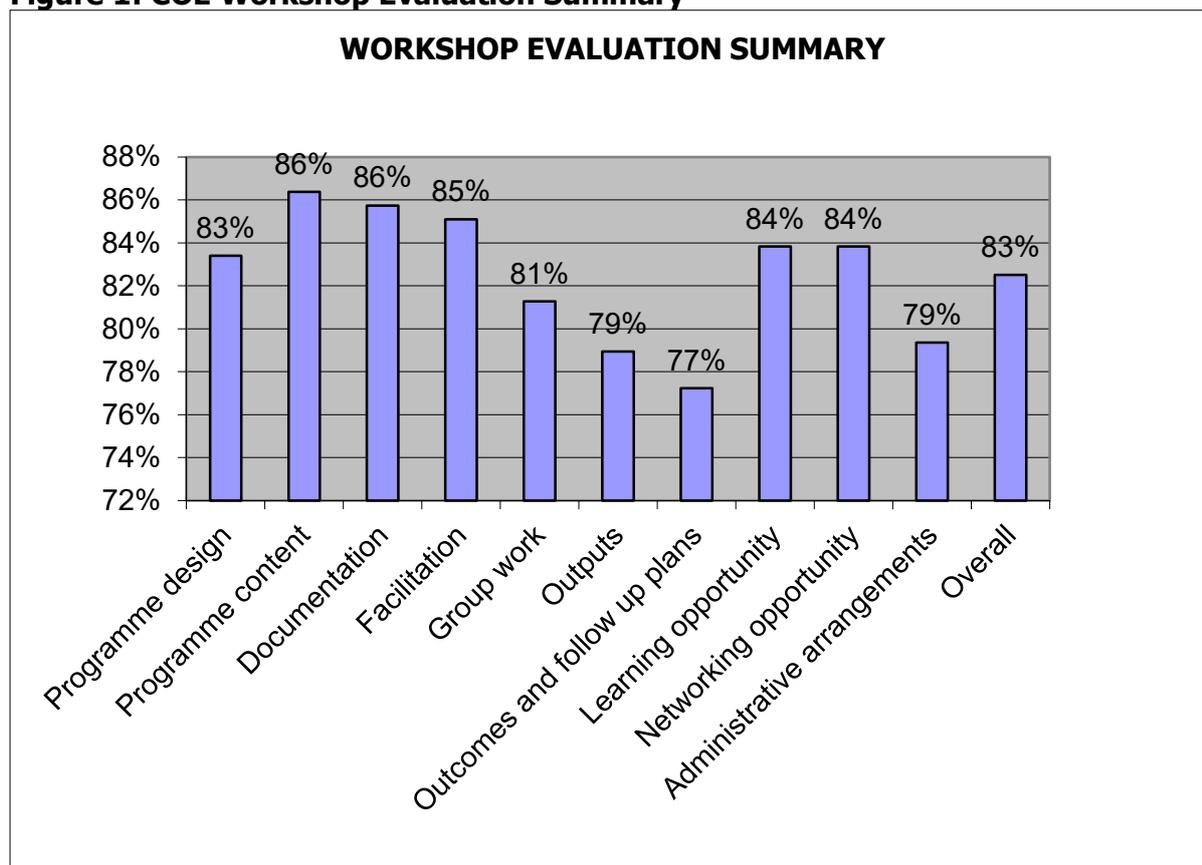
**Venue: Holiday Inn Bulawayo**

**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.