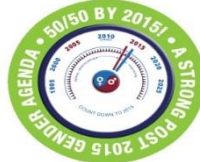


**REPORT**  
**CENTRES OF EXCELLENCE STAGE FIVE WORKSHOP**  
**ZIMBABWE**

**COUNCIL: HURUNGWE RURAL DISTRICT COUNCIL**



**DATES: 17-19 JULY 2013**  
**VENUE: PANDHARI LODGE**



Hurungwe participants developing the GAP

Picture: Tapiwa Alvin Zvaraya



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## Executive summary

This is a report on the proceedings of the Centres of Excellence for Gender Mainstreaming in Local Government stage four workshop held from 17– 19 July 2013 at Pandhari Lodges.

This inception workshop came in light of the council's gender assessment and submission of their gender scorecard and situational analysis report.

*The purpose of the programme was 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
- Look at key concepts like gender policy and planning concepts
- To gain an understanding on conflict resolution and how conflict can be/is managed in council.
- Build participants understanding around gender planning concepts.
- 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 council.

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

Over the two days, the workshop was attended by council officials. In total 35 participants (17 men and 18 women); see **Annex B** for the full workshop participants list. The Hurungwe GBV and Gender Action Plan is attached as **Annex C**. the Evaluation is attached as **Annex D**.

## Background

In 2003, GL undertook the first comprehensive study of the impact of women in politics in Southern Africa. One of the key findings of "*Ringling up the Changes, Gender in Politics in Southern Africa*" was that local government is a sadly neglected area of the gender and governance discourse. Taking heed of this finding, GL conducted 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, ideally the local government associations of that particular country to map out a way forward of how to roll out the strategy and host Gender and GBV action plan workshops. The launches are then followed by Gender and GBV action plan workshops that are held at a provincial, regional or district, level to ensure that all councils have gender action plans.

In 2009, GL signed an MOU with Zimbabwe Local Government Association- ZiLGA (umbrella body covering UCAZ and ARDCZ). GL in collaboration with ZiLGA then embarked on a study to find out women's representation and participation in local government and to assess the

conditions necessary to increase the representation of women in local government in Southern Africa, and to ensure their effective participation.

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

In March 2010 GL convened the first Gender Justice and Local Government Summit and Awards to gather evidence of institutional and individual initiatives to empower women and end gender violence. The recommendations of this event informed the need for councils to become Centres of Excellence for Gender Mainstreaming in Local Government to ensure that Councils have the necessary 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, Urban and Rural Development. This was followed by Training of Trainers in programme September 2012 which was meant to capacitate Gender Focal Persons (GFPs) so that the cascading process of all councils to all 92 councils in Zimbabwe.



Alice Paraziwa, Hurungwe RDC GFP explaining a point Photo: Tapiwa Zvaraya

## **Process and activities**

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

Issues covered in the programme included key gender concepts, sex and gender, stereotypes, gender and governance and conflict resolution.

## **Welcome and opening remarks**

Gender Focal Persons from Karoi, Hurungwe and Shurugwi gave remarks. In their remarks they highlighted that they were happy to be attending this workshop. It was their hope that the councils present were going to learn a lot from this and also spread gender issues into their communities.

GL Country Manager, Priscilla Maposa thanked participants for setting aside their precious time attending the workshop. She stated that it was her hope that both participants and GL would learn from this experience as well as the councils' experiences. For the benefit of new participants she went through the history of GL in Zimbabwe since inception. In addition, she gave an in-depth explanation of the Centres of Excellence (COE) as well as describing the GL programmes.

## Key gender concepts

### Sex and gender

#### Definition of terms

Participants did the card swapping exercise to differentiate between sex and gender. Participants defined sex as the biological nature of a human being, while gender is the socially constructed views about men and women. Participants also undertook the see-saw exercise in which they highlighted that there are more men in management positions in council as well as institutional level. In Karoi, Hurungwe and Shurugwi they alluded that the councils wanted to employ women but there are issues of the fact that women lack the qualifications for the advertised posts. Participants stated that it was essential that women be employed in decision making positions in councils to capacitate them. Participants reiterated that

The group did the exercise on stereotypes noting that stereotypical tendencies were reinforced in the proverbs, idioms, songs, culture, and religion. The following were some of the proverbs, idioms, songs, culture, tradition and religion that participants felt reinforced stereotypes in society:

- "Mombe yabva kusina uswa".
- "Musha mukadzi".
- "Wataura semurume chaiye".
- "Haikona kuita semurume".
- "Kuguta kunge hama yemukadzi".
- "Mbudzi kudya mufenje hufana nyina."
- "Like Father, Like Son."
- "Kusekera godo semukadzi wepiri".
- "Chembere mukadzi hazvienzani nekurara mugota".

In the case of the media, participants stated that the media reinforced stereotypes as the adverts in some media publications used women for marketing processes. In the education sector, the girl child is often at a disadvantage as they are forced out of school. Participants stated that even the education policy was discriminatory as the girl child is expelled when she is impregnated by the boy whilst the boy continues with his education. Attendees stated that there was a need for the girl child to be empowered to do such jobs as Medicine, Engineering and Biological Sciences.

## Gender and governance

Participants defined good governance as a process that entails equality, representation, participation and accountability. Participants highlighted that there was a direct correlation between gender and governance as they noted that there was a need to balance up all the decision-making bodies in council.

Participants were introduced to the Access-Participation- Transformation framework. Participants highlighted that in terms of participation there was equal participation between men and women in council. The group stated that a lot of factors kept women from participating in politics. These were mainly the following:

- Married women are not allowed by their husbands to participate in politics because; they are often viewed as prostitutes. The group believed that it was imperative that men's attitudes and behaviours change.
- Women do not support other women.

- Socialization has been a major factor that has inhibited the participation of women.

## Management and leadership

Participants defined management as the art of getting things done. A manager as a person with the ability to plan, lead, organise and coordinate. On the contrary a leader was defined as a person with the qualities to influence other people as well as being a visionary. He/she is very persuasive and has a lot of charisma.

### Problems associated with leadership

The group noted that being a leader does not always come cheap. There are a lot of problems associated with being a leader and these are highlighted in the table below:

What do communities expect from their leaders	How can communities contribute to good leadership	What are problems associated with leadership
<ul style="list-style-type: none"> <li>• Efficient service delivery</li> <li>• Transparency</li> <li>• Guidance</li> <li>• Feedback (communication)</li> </ul>	<ul style="list-style-type: none"> <li>• Payment of debts and rates.</li> <li>• Participation in council and ward meetings.</li> <li>• Supporting their leaders.</li> <li>• Stakeholder participation.</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of training/Knowledge</li> <li>• Lack of trust/suspicion.</li> <li>• Resistance.</li> <li>• Lack of support from stakeholders.</li> <li>• Shortage of resources.</li> </ul>

## Conflict resolution

Participants defined conflict as a state of affairs where there was disagreement on issues regarding certain matters. They stated that conflict may occur in the workplace or at home. The most common causes of conflict were usually issues of extra-marital affairs, finances, corruption, abuse of children, political conflicts between men and women in the home and suspicion.

Council was no exception in conflict matters. Participants stated that though conflict was inevitable in some cases, it was important that conflict be managed.

## Gender planning concepts

**Practical and strategic gender needs** - Participants undertook the practical and strategic needs exercise. They defined practical needs as basic/immediate needs i.e. houses, water, refuse collection and cemetery services, while strategic needs are long term needs e.g. training.

### Gender Mainstreaming

The group defined gender mainstreaming as a process of highlighting the consequences for women and men brought about by any planned action in all spheres.

Participants read the case study on Bringing hope to Citizen X and identified the following situations tabulated below.

Issue	Policies/Actions	Responsibility
Sexual Abuse	<ul style="list-style-type: none"> <li>• Report to police.</li> </ul>	<ul style="list-style-type: none"> <li>• ZRP</li> </ul>

<b>Issue</b>	<b>Policies/Actions</b>	<b>Responsibility</b>
	<ul style="list-style-type: none"> <li>• Counselling.</li> <li>• Awareness campaigns</li> </ul>	<ul style="list-style-type: none"> <li>• Community</li> <li>• Counsellors</li> </ul>
HIV/AIDS	<ul style="list-style-type: none"> <li>• Treatment</li> <li>• Counselling</li> <li>• Awareness campaigns</li> </ul>	<ul style="list-style-type: none"> <li>• Health Workers.</li> <li>• Peer Educators</li> <li>• Community</li> </ul>
School Drop-out	<ul style="list-style-type: none"> <li>• Review of education policy.</li> <li>• Legal abortion for rape victims.</li> <li>• Counselling</li> </ul>	<ul style="list-style-type: none"> <li>• Government</li> <li>• Health workers</li> <li>• Community Counsellors</li> </ul>
Housing	Housing	<ul style="list-style-type: none"> <li>• Council</li> <li>• Government</li> </ul>
Unemployment	<ul style="list-style-type: none"> <li>• Equal employment opportunities</li> <li>• Empowerment (projects)</li> <li>• Awareness/Training</li> </ul>	<ul style="list-style-type: none"> <li>• Council.</li> <li>• Government.</li> <li>• NGOs</li> </ul>
Social Amenities	<ul style="list-style-type: none"> <li>• Play centres.</li> <li>• Water and sewer reticulation.</li> <li>• Gender budgeting.</li> </ul>	<ul style="list-style-type: none"> <li>• Council.</li> <li>• Government.</li> <li>• NGOs</li> <li>• Parastatals (ZINWA, ZESA)</li> </ul>
Education	Adult education	<ul style="list-style-type: none"> <li>• Council</li> <li>• Government.</li> </ul>

### **Gender budgeting**

The group alluded that gender responsive budgeting was the allocation of resources in an equitable manner and according to the needs of the service user. Participants did the exercise on allocating resources. They reiterated that there was a need for council budgets to address critical issues.

### **Gender and the Economy**

Participants did the "Lie of the Land" and Job description of a housewife exercises. Having gone through these, participants' consensus was that women were multi-tasked and overwhelmed by the tasks they had to perform, be it professional women or housewives.

## **Making care-work count in local government**

### **Definition of terms**

Care-work was defined as volunteer work being done to assist people living with HIV/AIDS, orphans, the disabled and the elderly. They defined primary care-work as care being done in the family set-up and by the community and secondary care as that which is being done in hospitals and by health related NGOs

### **Men and care-work**

Participants acknowledged that care-work was a responsibility for both men and women. Even though they were fewer men doing care work, there was a need to educate them on the need for undertaking care initiatives.

Over and above all else participants were of the agreement that care-givers ought to be remunerated. The government ought to provide incentives especially in light of the reduction in the prevalence of HIV/AIDS in the country. Participants were of the view that the fact women were undertaking care-work; it is closely related to the unwaged work of women.

In regards to assisting care givers in Karoi they stated that council offered its community halls to care givers so that they could hold their meetings. They also provided health kits through the council clinic. Likewise Shurugwi Town Council was also providing space where the care givers could meet and in addition provide uniforms and other supplies to the care givers. In Hurungwe RDC partners were helping out with care giving initiatives as well as paying the care givers. Participants noted that there has been a shift from Home Based Care because of the accessibility of Anti-retroviral drugs. There was need to raise awareness in communities so that they get tested for HIV voluntarily.

## Gender and Local Economic Development

### Definition of terms

#### Local Economic Development

Local Economic Development (LED) was defined as the process by which public, business and non-governmental sector partners work collectively to create better conditions for economic growth and employment creation.

The group was introduced to the module on gender and economic development. Participants analysed the "wake-up model." They reiterated that there was no discrimination in economic opportunities in the town.

#### LED Initiatives

In a bid to promote LED, **Karoi Town Council** has space for SMEs in the form of flea markets and service industries. They also have quarry mining and brick moulding spaces as well as urban farming spaces. **Shurugwi Town Council** is promoting the locals by buying protective clothing from local companies. In **Hurungwe** they have a herbal garden in place as well as provision of irrigation gardens for green vegetables.

#### Barriers to participation in LED

The group cited they were in agreement to the barriers to participation in LED as stated in the manual. These included:

- Bureaucracy.
- Un-user friendly forms.
- Lack of representation in decision making structures.
- Limited skills development to certain occupations and positions.
- Cultural constraints on mobility of women.
- Multi-tasking leaves almost no free time or energy for participation in public affairs.

## Gender, Climate Change and Sustainable Development

### Definition of terms

#### Climate Change

Participants unilaterally stated that climate change was the change in weather patterns wholly or indirectly attributed to human activity.

#### Sustainable Development

Participants defined sustainable development as development that meets the needs of the current generation without compromising the ability of future generations to benefit from the same development.



## Link between Climate Change and Sustainable Development

The group highlighted that there was a relationship between climate change and sustainable development in terms of human activity. The activities that humans have been engaging in over the last few years have been contributing to climate change, thereby affecting sustainability.

## Climate Change Issues prevailing in the councils

Karoi, Hurungwe and Shurugwi like most cities in Zimbabwe have been experiencing changes in the climate. These include:

- Droughts.
- Late rainfall.
- Extreme temperatures (too hot or cold).

Participants stated the causes of these as stream-bank cultivation, veld fires, carbon emissions, industrial effluent, sand poaching and indiscriminate cutting down of trees. Participants highlighted that Rural Councils were working in line with the forestry commission to reduce deforestation as well as seeking for alternative energy sources as is the case with Hurungwe who are now outsourcing coal to use for curing tobacco. In addition



Participants acting out a drama Photo: Tapiwa Zvaraya

they have a Carbon Green Project that encourages communities to look after plantations.

In Karoi the council allocated community members and prospective building constructors sand extraction areas and have stipulated a heavy fine for those individuals that are found to be in contempt of the law.

Shurugwi being a mining area has experienced a lot mining activities in undesignated areas. The council is working closely with the Environmental Management Agency (EMA) to control unwarranted mining activities.

Participants went through the gender dimensions of climate change and the general consensus was that women were mostly affected in the following areas:

- Migration.
- Water.
- Division of Labour.
- School drop-out.
- Land.
- Health
- Gender Violence

## Outputs

- Hurungwe Rural District Council Draft Gender and GBV Action Plan.

## Annexes

### Annex A: Programme

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

<b>DAY/TIME</b>	<b>ACTIVITY</b>	<b>TIME</b>	<b>WHO</b>
12:30 – 13:00	Developing a gender and GBV action plan	30 min	Groups
13:00 – 14:00	<i>LUNCH</i>		
14:00 – 15:00	Developing a gender and GBV action plan	1 hr	Groups
15:00 –15:30	<i>TEA</i>		
15:30 –17:00	Developing a gender and GBV action plan	1 hr 30 min	Groups
17:00	<b>Closure</b>		
<b>DAY THREE: Cont. Developing a Gender Action plan</b>			
8:00 – 9:30	Developing a gender and GBV action plan	1 hr 30 min	Groups
<b>Prioritising the action plans</b>			
9:30 – 10:30	Prioritising the action plans	1 hr	Groups
10:30 – 11:00	<i>TEA</i>	30 min	
11:00-12:00	Review of action plan	1 hr	Groups
12:00 -12.30	Agreement on gender task team to finalise plan	30 min	Groups
12:30-13.00	Closure, way forward and agreement on how the plan is to be adopted	30 min	All

**Annex B: Participant List**

NAME	SEX M/F	ORGANISATION	DESIGNATION	PHONE	E MAIL
1. Hannah Mwanandimai	F	Karoi Town Council	Deputy Secretary	0774 339 561	<a href="mailto:karoitowncouncil@gmail.com">karoitowncouncil@gmail.com</a>
2. Zuva Gabriel	F	Karoi Town Council	Acting HR Officer	0779 829 451	<a href="mailto:mbuyashiba@gmail.com">mbuyashiba@gmail.com</a>
3. Theresa Guta	F	Karoi Town Council	General hand	0773 654 072	N/A
4. Dudzai Chaguduma	F	Karoi own Council	Police	0773 142 305	N/A
5. Tadokera Tamare Tazvitya	F	Karoi Town Council	Police Officer/ Corporal	0773613 183	N/A
6. Isaac Marenje	M	Karoi Town Council	Guest House supervisor	0772 847 547	N/A
7. Sitty Gonzo	F	Karoi Town Council	Revenue Collector	0773 612 857	N/A
8. Alice Paraziwa	F	Hurungwe RDC	Gender Focal person	0773 539 360	<a href="mailto:paraziwaalice@gmail.com">paraziwaalice@gmail.com</a>
9. Sbhongile Mujuruki	F	Karoi Town Council	Director of Housing	0712 768 598	<a href="mailto:smujuruki@gmail.com">smujuruki@gmail.com</a>
10. Lovemore Murero	M	Shurugwi Town Council	II Auditor	0712 739 293	<a href="mailto:Lovemoretax@gmail.com">Lovemoretax@gmail.com</a>
11. Lizzie Makohliso	F	Shurugwi Town Council	AH Officer	0773 497 470	<a href="mailto:l.makohliso@gmail.com">l.makohliso@gmail.com</a>
12. Estina Chiputu	F	Shurugwi Town Council	Clerk	0777 779 749	<a href="mailto:echiputu@yahoo.com">echiputu@yahoo.com</a>
13. Patricia Boora	F	Karoi Town Council	PA Secretary	0772 712 094	<a href="mailto:ktc@gmail.com">ktc@gmail.com</a>
14. Gift Biza	M	Karoi Town Council	Security Officer	0773 612 950	N/A
15. Darrel Moyo	M	Karoi Town Council	Police Detail	0778 897 108	<a href="mailto:Darrel.moyo@gmail.com">Darrel.moyo@gmail.com</a>
16. Everest Usai	M	Karoi Town Council	Community Services Officer	0773 634 071	<a href="mailto:everestusai@gmail.com">everestusai@gmail.com</a>
17. Hastings Makunda	M	Karoi Town council	Admin Officer	0773 943 083	<a href="mailto:hystns@gmail.com">hystns@gmail.com</a>
18. Guyson manenji	M	Karoi Town Council	Driver	0777 962 472	N/A
19. Philip Mukono	M	Hurungwe RDC	Treasurer	0772 843 447	<a href="mailto:phillipmukono@gmail.com">phillipmukono@gmail.com</a>
20. Walter Mbivha	M	Shurugwi Town council	Fitter	0773 745 177	<a href="mailto:mbivhawalter@yshoo.com">mbivhawalter@yshoo.com</a>
21. Angeline Zhanota	F	Hurungwe RDC	Revenue Clerk	0772 770 746	<a href="mailto:azhanota@yahoo.com">azhanota@yahoo.com</a>
22. Sihle nkalakata	F	Shurugwi Town Council	Accounts Clerk	0772 770 746	<a href="mailto:nkalakatasihle@gmail.com">nkalakatasihle@gmail.com</a>
23. Loveness Mudadada	F	Shurugwi Town Council	Secretary	0773 684 212	<a href="mailto:lovemudada@gmail.com">lovemudada@gmail.com</a>
24. Noah Ngwenya	M	Shurugwi Town Council	Audit Clerk	0777 402 857	<a href="mailto:noahngwenya@hotmail.co.uk">noahngwenya@hotmail.co.uk</a>
25. Admire Jimu	M	Karoi Town Council	Building Inspector	0772 742 124	<a href="mailto:Karoitowncouncil@gmail.com">Karoitowncouncil@gmail.com</a>
26. Luckson Phiri	F	Karoi Town Council	W/Com. Sec	0773 539 515	<a href="mailto:karoitownconcil@gmail.com">karoitownconcil@gmail.com</a>

NAME	SEX M/F	ORGANISATION	DESIGNATION	PHONE	E MAIL
27. Precious Matshudu	F	Karoi Town Council	Bookkeeper	0773 649 952	<a href="mailto:karoitowncouncil@gmail.com">karoitowncouncil@gmail.com</a>
28. Karol Mutenga	M	Hurungwe RDSC	Admin Manager	0777 319 031	<a href="mailto:tmutenga@gmail.com">tmutenga@gmail.com</a>
29. Joseni Joseni	M	Hurungwe RDC	Auto Electrician	0772 662 156	<a href="mailto:jjoseni@gmail.com">jjoseni@gmail.com</a>
30. Smart Mukombwe	M	Hurungwe RDC	Mechanic	0776 358 671	N/A
31. Donald Kahari	M	Hurungwe RDC	Driver	0774 366 193	<a href="mailto:dk@gmail.com">dk@gmail.com</a>
32. Getrude Major	F	Hurungwe RDC	Accounts Clerk	0773 991 335	<a href="mailto:getrudemajor@gmail.com">getrudemajor@gmail.com</a>
33. Martha Kataza	F	Hurungwe RDC	Dev Levy Clerk	0773 778 202	<a href="mailto:makanakaishemarthakataza@gmail.com">makanakaishemarthakataza@gmail.com</a>
34. Ambile Nherera	F	Shurugwi Town Council	Admin Officer	0772 769 373	<a href="mailto:Alichembe@yahoo.co.uk">Alichembe@yahoo.co.uk</a>
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### Statistics by Gender

Male	17	48.57%
Female	18	51.43%
Total	35	100%

## Annex C: Hurungwe Action Plan

### HURUNGWE GENDER PLANNING FRAMEWORK FOR LOCAL COUNCILS

The fields to be completed are:

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

STRATEGIC OBJECTIVE/ OUTCOME	BASELINE	SADC PROTOCOL TARGET - 2015	INDICATORS	ACTIONS	OUTPUT	WHO	TIME FRAME	BUDGET
GENDER POLICY FRAMEWORK								
Increase council's level of awareness around national, regional, international commitments that the country has made especially the SADC Protocol on Gender and Development and the National Gender Policy	What is the current level of awareness? No, most of the employees are not aware of gender policies except for the few who have attended the Gender Workshop.	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.	National Gender policy document, SADC Protocol document within council.	To liaise with Ministry of Women Affairs so as to access National Gender Policy document. To publicise the Protocol document and the National Gender Policy through workshop and training of employees and councillors.	Both employees and councillors well versed in National gender Policy and SADC Protocol	Gender focal person and Gender committee	September to October 2013	Make use of existing training budgets
Ensure that there is a gender policy in the council and it is implemented.	Has a gender policy framework been drafted and approved.  There is no Council	Laws and policies put in place to enable women to have equal opportunities with men to participate	Council Gender Policy displayed	Crafting of Council Gender policy guided by the National Policy	Employees and Councillors well versed in Council	Gender Focal person and Gender Committee.	By end of August 2013	Nil

STRATEGIC OBJECTIVE/ OUTCOME	BASELINE	SADC PROTOCOL TARGET - 2015	INDICATORS	ACTIONS	OUTPUT	WHO	TIME FRAME	BUDGET
	gender policy				Gender Policy			
Gender issues are given a high political profile by the Council and has a political champion	Currently no Gender Policy in place		Trained Councillors in Gender issues Report of training done Gender champion in place Documents ,reports and minutes of trainings	Organise workshops and train the Councillors Selection of Gender Champion	Main streaming of Gender issues in Service delivery by Councillors.	Gender Focal person and Gender Committee and Admin Department	September to October 2013	Use existing training budgets
<b>GOVERNANCE</b>								
Representation								
To increase the representation of women councillors in the next elections to ensure that the SADC target of 50% women in local government is achieved by 2015.	What is the % of women councillors in the municipality?  13%	At least fifty percent of decision-making positions in public and private sectors are held by women; affirmative action measures in effect.	50% of Councillors being women	Community sensitisation awareness programmes so that women are voted for councillor posts	Council with 50 /50 representat ion of men and women councillors	Gender Focal person and Gender Committee. All department s	On - going	Use existing budgets of trainings of campaigns and meetings
To ensure that women are equally represented in leadership positions in the Council.	What proportion of women councillors are there in leadership positions in Council, e.g. as chairs of committees? None	Policies, strategies, and programmes for building capacity of women to participate effectively through leadership and gender sensitivity training and mentoring.	Increase the number of Women councillors chairing committees. Also women being council chairperson and vice chairpersons	Sensitise the councillors to vote for women as chairpersons of committees and council chairperson and vice	Equal representat ion in leadership positions of men and women in councils.	Human Resources Manager and Admin Department	By end of August 2013	Nil
To educate communities and	Has there been a 50/50 campaign or	Legislative measures and public awareness	Awareness campaigns	Organise and educate communities	50/50 representat	All department	On - going	Use existing meeting and

STRATEGIC OBJECTIVE/ OUTCOME	BASELINE	SADC PROTOCOL TARGET - 2015	INDICATORS	ACTIONS	OUTPUT	WHO	TIME FRAME	BUDGET
raise awareness about the importance of women's equal representation in local councils	any other awareness raising on women's equal participation?  None	campaigns to emphasise that women's representation and participation are an important component of democracy and good governance.			ion Reports on awareness done with the community. Minutes of meeting done Campaign material	s		training budget
Political participation								
To increase participation by women because their concerns are often sidelined or overshadowed by political party concerns.	Is there a multi party women's caucus?  Yes	Policies, strategies and programmes for the establishment and strengthening of structures to enhance gender mainstreaming.	Increase in number of Women of both political party coming together to discuss council issues	Raising awareness amongst female councillors to support each other as women	Multi – Party women caucus meeting minutes	Admin Department and Gender committee	By end of September 2013	Use existing budget
	Has any networking been done with other women's caucuses? No		Reports and minutes of meetings done with other women caucuses.	Organising and attending women's forums	Well networked council women's caucus	Admin department and gender committee	By December 2013	Use existing workshop budgets
To empower women councillors to advocate for gender equality	Has there been a skills audit? What kinds of skills exist? No	Policies, strategies and programmes for building the capacity of women to participate effectively through leadership and gender sensitivity training and mentoring.	Increase in number of skills training	Trainings to empower women councillors in communication skills	Reports of meetings and trainings done  Audit Report	Admin department and Gender Committee	By end of September 2013	Use existing training budgets
	What training has already been done? None		Number of training done	Organise and train women councillors	Knowledge able and skilful women	Admin department and Gender Committees	By end of September 2013	Use existing training



STRATEGIC OBJECTIVE/ OUTCOME	BASELINE	SADC PROTOCOL TARGET - 2015	INDICATORS	ACTIONS	OUTPUT	WHO	TIME FRAME	BUDGET
					councillors Training Reports			budgets
To empower men on gender issues and mobilise their support.	What training has already been done – how many men participated? None	Ensure the inclusion of men in all gender related activities, including gender training and community mobilisation.	Increase the number of trainings for men	Organise and train men in Gender related issues	Knowledge able men who supports mainstreaming of gender issues  Reports of trainings done with men including minutes of meetings	Admin department and Gender committee	By end of October 2013	Use existing training budgets
	Have any dialogues with male Cllrs been held? None		Number of dialogue meetings done with male councillors	Organise and have meetings and dialogues with male councillors	Knowledge male councillors who supports gender mainstreaming  Minutes of meetings of dialogues done with male councillors	Admin and gender committee	By end of Oct 2013	Use existing training budget Use existing training budget
Public participation								
To ensure that women and men participate equally in	What is the representation of women and men in	At least 50 percent of decision-making positions in public and		Organize and do meetings with councillors	Minutes of meetings done with	Councillors and ward committees	By dec2013	Use ward budget

STRATEGIC OBJECTIVE/ OUTCOME	BASELINE	SADC PROTOCOL TARGET - 2015	INDICATORS	ACTIONS	OUTPUT	WHO	TIME FRAME	BUDGET
local government and community matters	ward committees? Not aware	private sectors are held by women; affirmative action measures in effect.			communities Meeting participant lists			
	Are there gender disaggregated statistics on the consultative meetings? Yes, sometimes	Women and men participate equally in all governance structures.	Increase in the collection of gender disaggregated stats	Councillors mobilize communities and do consultative meetings with an equal representation of males and females	Gender disaggregated statistics	Councillors and admin department	On going	Ward based budget
	Have any workshops been conducted with men's groups?  no	Ensure the inclusion of men in all gender related activities, including gender training and community mobilisation.	Number of meetings/workshops done with men	Organize and train men's groups in gender areas.	Men who supports gender issues  Reports of meetings done with males	Admin and gender committee	End of Jan 2014	Ward based budget
<b>PLANNING</b>								
To ensure that targeted planning and service delivery takes place in the council women are consulted equally in policy-making processes.	Is the Council's strategic plan gender aware?  no		Increase the awareness of council to be sensitive to gender strategic planning	Organize with councillors to do ward consultative meetings	Council, strategic plan which is gender aware	Admin and gender committee	On going	
To ensure that women are consulted about their needs when drawing up Council plans.	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? no	Equal participation of women and men in policy formulation and implementation of economic policies.	Numbers of men and women consulted	Consult men and women through their councillors	A councils strategic plan that includes both men and women's needs and views	Admin ,gender committee and councillors	On going	Use existing training

STRATEGIC OBJECTIVE/ OUTCOME	BASELINE	SADC PROTOCOL TARGET - 2015	INDICATORS	ACTIONS	OUTPUT	WHO	TIME FRAME	BUDGET
MAINSTREAMING GENDER INTO EXISTING PROGRAMMES								
Local economic development – The economy and job creation								
To facilitate access to equal employment opportunities	Is there gender disaggregated data on jobs created through Council activities? No	Equal opportunity: ensure that women and men have an equal chance to participate in and implement economic decisions and policies.	Increase in gender disaggregated data on jobs created through Council activities	Creating disaggregated data on jobs created through Council activities	Gender disaggregated data on jobs created. council resolution adopting the same	Human resources department	December 2013	
To provide gender aware support to the informal sector	How gender aware is council assistance to the informal sector? Council market stalls as an example are occupied by both males and females but not gender balanced	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.	50/50 allocation of market stalls.	balancing allocation of market stalls to meet a 50-50m situation	A gender balanced allocation of market stalls  Monthly planning report	Planning department	July 2014	

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? The Council does not have any financial schemes but have influence over financial schemes to assist LED. For example projects funded by ministry of youth. The distribution of the funds by the ministry is not gender aware?	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.	Establishment of Financial schemes	Issuing recommendations letters. However, there is need to persuade the ministry of youth to allocate the resources balancing on gender social mobilisation. Resource mobilisation training	Reports from ministry of youth. Equal access to financial schemes by men and women.	Ministry of youth and council finance department	Currently running	
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? NO	Ensure that women and men have access to modern, appropriate and affordable technology and support services.	Establishment of Technology schemes	Mobilise resources training and procuring IT gadgets for LED	IT Database	Admin department and Gender committee	July 2014	
Procurement								
To ensure that women benefit equally from the procurement processes which they have historically	What proportion of Council tenders over the last year went to women? Is there a policy and or point system in	Women benefit equally from economic opportunities, including those created through	Increase in the number of tenders awarded to women.	Make use of gender sensitive tender procedures. Make use of affirmative action in favour of women	Gender sensitive procurement policy Minutes	Admin and finance departments	December 2014	

STRATEGIC OBJECTIVE/ OUTCOME	BASELINE	SADC PROTOCOL TARGET - 2015	INDICATORS	ACTIONS	OUTPUT	WHO	TIME FRAME	BUDGET
been excluded from.	place to redress gaps? No tenders were awarded to women during the past year	public procurement policies.		Encourage/lobby for transparent tender system				
<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	Has there been a gender aware audit done of climate change and its effects and or likely effects? No	Laws and policies: review all policies and laws that determine whether women can access, control, and benefit from, productive resources.		Mobilise resources. Carry out an audit on climatic change	Knowledge able men and Women on Climate change issues  Records and documents for trainings and audit done with men and women on climate change	Agriculture and Natural Resources department and Gender Committee	December 2014	
To involve women, as key stewards of the environment, in environmental preservation	Are women involved in drawing up policies and plans for "going green" No	Equal participation of women and men in policy formulation and implementation of economic policies.	Increased involvement of women in drawing up plans and policies	Resources mobilization training of women	Training reports	Agriculture Department	July 2014	
To involve women in projects and green business ventures, e.g. waste management.	Are there any green business ventures? NO		Established green business ventures	Resource mobilization train women	Women benefitting equally from economic opportuniti	Agriculture and Natural Resources Department	July 2014	

STRATEGIC OBJECTIVE/ OUTCOME	BASELINE	SADC PROTOCOL TARGET - 2015	INDICATORS	ACTIONS	OUTPUT	WHO	TIME FRAME	BUDGET
					es Document, Records and minutes showing trainings in projects and green business ventures and waste management			
To take into account the needs of women in emergencies and disasters	How gender aware are existing disaster management plans? Nil	Policy measures to ease the burden of the multiple roles played by women.	Establishment of gender aware disaster management plans	Resource mobilise train men and women in disaster management. Develop a disaster management plan. Implement the plan in disasters.	disaster management plan	Agriculture and Natural Resource department . District Civil Committee	July 2014	
INFRASTRUCTURE								
Housing								
To promote the equal rights of women to land tenure	What proportion of stands (ERF's) are owned by women? Nil information available	Collect and analyse baseline data against which progress in achieving targets will be monitored.	Records, documents showing gender disaggregated data on ownership of stands	Compile gender disaggregated data. Prices for stands affordable for women also	Database on stand allocations	Planning and Works Department	December 2014.	
	Do any policies exist to ensure women's access to land tenure? Nil	Laws and policies: review all policies and laws that determine whether women can access, control, and benefit from, productive resources.	Policies in existence, access to land tenure	Review policies, incorporating gender issue	Policies exist that ensure women's access to land tenure	Planning and Works department	December 2014	

STRATEGIC OBJECTIVE/ OUTCOME	BASELINE	SADC PROTOCOL TARGET - 2015	INDICATORS	ACTIONS	OUTPUT	WHO	TIME FRAME	BUDGET
		Especially with regard to Water and property rights; Land tenure						
To women's equal access to housing.	What kind of consultation process exists in residential design? Nil	Laws and policies: review all policies and laws that determine whether women can access, control, and benefit from, productive resources.	Increased participation of women in design processes	Consulting women in consultation of residential design	Meeting reports  Registration lists	Roads, Planning and Works department	December 2014	
Water, sanitation and electricity								
To ensure that women, who are disproportionately affected by inadequate service delivery, are provided with affordable access to basic services	What services are currently being provided and at what cost? Water, sanitation	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.	Increased services	Compile gender disaggregated data for service delivery done by Council	Planning reports	Roads, Planning and works Department	December 2014	
	What kind of consultation process has there been in the past? None							
	What is the current state of service delivery? satisfactory							
<b>HEALTH</b>								
Ensure health facilities are accessible to women	How many mobile clinics are there currently? Which communities do these clinics service? None supported by council but immunisation mobile from	Legislative frameworks, policies, programmes and services to enhance gender sensitive, appropriate and affordable quality health care.		Mobilize resources encourage documentation of clinic gender disaggregated data. Opening of new clinics to ensure easy access of health centres	Health records	Social Services Department		

STRATEGIC OBJECTIVE/ OUTCOME	BASELINE	SADC PROTOCOL TARGET - 2015	INDICATORS	ACTIONS	OUTPUT	WHO	TIME FRAME	BUDGET
	General Hospital							
HIV AND AIDS AND CARE WORK								
Prevention								
To establish the gendered dimensions of HIV/AIDS and to raise awareness on the pandemic in the Council.	Does the Council have gender disaggregated data on HIV and AIDS? No but with DAC	Collect and analyse baseline data against which progress in achieving targets will be monitored.	Increased use of disaggregated data	Liaise with DAC and all HIV/AIDS partners to compile HIV/AIDS sex disaggregated data	Sex disaggregated database	Social Services Department	December 2013	
To run gender-aware prevention campaigns	Do prevention campaigns emphasise differences in power relations between women and men? To an extend Yes	Develop gender sensitive strategies to prevent new infections.	Increase number of campaigns showing gender prevention	Mobilize resources, do campaigns with communities	Campaigns, Campaign material	Social Services Department	December 2013	
	Do prevention campaigns emphasise the dangers of multiple concurrent partners? Yes		Increase awareness campaigns discouraging dangers of multiple concurrent partners	Mobilize resources and train on the dangers of multiple concurrent partners	Campaigns Campaign material Campaign reports	Social Services Department	December 2013	
	Is the female condom available? If so where? Yes at Hospital and private institutions		Reduction in STI cases distribution points of female condom	Mobilize resources campaign for female condom	Reduction in new infections. Acceptance of female condom	Social Services Department . DAC	December 2014	
To ensure that messages of generational sex and multiple partners are addressed	How has the municipality participated in awareness campaigns in the	Programmes take account of the unequal status of women, the particular vulnerability of the	Increased participation in 16 Days activities	Mobilize Resources, do trainings and campaigns addressing issues of generational sex and multiple partners	16 Days reports	Social Services Department . DAC	December 2014	



STRATEGIC OBJECTIVE/ OUTCOME	BASELINE	SADC PROTOCOL TARGET - 2015	INDICATORS	ACTIONS	OUTPUT	WHO	TIME FRAME	BUDGET
	past? Has the municipality actively participated and promote the 16 Days Campaign in the past? Council participated through Women Affairs	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.						
To raise awareness that there is an increased risk of contracting HIV/AIDS as a result of sexual assault.	Are there any awareness campaigns in the Council on the link between gender violence, HIV and AIDS? No	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 transmitted infections.	Increased awareness campaigns	Mobilize resources. Train, do campaigns to raise awareness within council linking GBV and HIV/AIDS	Campaigns. Campaign material Campaign reports	Social Services Department , DAC and Ministry of Women Affairs	December 2013	
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.	Is PEP readily available at all health facilities? If not, at how many facilities is it available? Only available at District Level	Ready access to post exposure prophylaxis at all health facilities of contracting HIV.	Records, minutes , documentation showing trainings and education of women in PEP	Mobilize resources train and educate women in PEP	Ready access at all health facilities	Social Services department and DAC	December 2013	
To educate women	What is the % of	Collect and analyse	Records,	Mobilize resources train	Men and	Social	December	

STRATEGIC OBJECTIVE/ OUTCOME	BASELINE	SADC PROTOCOL TARGET - 2015	INDICATORS	ACTIONS	OUTPUT	WHO	TIME FRAME	BUDGET
and men on voluntary counselling and testing which is a powerful tool for preventing the spread of HIV/AIDS.	men and women who go for VCT? Not known information with the D A C	baseline data against which progress in achieving targets will be monitored.	minutes , documents that show men and women educated on V C T	and train and educate men on V C T issues	women go for V C T monitoring of achieved targets	Services Department D A C	2013	
Treatment								
To address unequal access to treatment; especially inhibitions by men to accessing treatment	What proportion of women compared to men access free treatment? Not known information available at Hospital only	Collect and analyse baseline data against which progress in achieving targets will be monitored.	Established gender statistics of men and women	Mobilize train and educate women on the importance of accessing treatment. Encourage nurses to compile gender disaggregated data	Health reports	Social Services Department and Gender Committee	June 2014	
Care								
Ensure that the council addresses the gendered dimensions of care work	What proportion of care givers in the community are women? Information not available at Council	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.	Established statistics	Mobilize resources, trainings, do campaigns o encourage men to be involved in care work. Mobilize financial resources and incentives for care givers from our HIV/AIDS implementers. Carry out refresher courses and trainings with care - givers	Council Policies and programmes that ensure appropriate recognition of care givers	Social Services department and Gender committees	July 2014	
	Do care givers receive any remuneration Yes from most of our partners							
	What support do care givers receive Care Kits, Uniforms and free treatment							
	Do care givers receive training? What kind?							

STRATEGIC OBJECTIVE/ OUTCOME	BASELINE	SADC PROTOCOL TARGET - 2015	INDICATORS	ACTIONS	OUTPUT	WHO	TIME FRAME	BUDGET
	Are there any efforts to involve men in care work? Yes							
Social development								
To make community and sporting facilities more accessible to women and girls and ensure that they benefit equally from such facilities.	What kind of work is/ has been done with women's groups? None	Collect and analyse baseline data against which progress in achieving targets will be monitored.	Increased work with women's groups	Mobilize resources; educate women and girls on sporting issues. Revive sporting teams. Support with uniforms and sporting equipment. Encourage competition with other teams from different areas	Women and girls accessing sporting facilities	Social Services Department and Gender Committee	May 2014	
	Are there any awareness programmes or training materials covering parenting responsibilities? If there are, are they gender sensitive? No		Increase number of awareness campaigns	Mobilize resources, train, educate community members on parenting responsibilities that are gender sensitive	Gender sensitive parenting	Social Services Department and Gender Committee	June 2014	
GENDER SPECIFIC PROGRAMMES								
FLAGSHIP PROJECT - ENDING GENDER BASED VIOLENCE								
Prevention								
To contribute to the SADC Gender Protocol target of halving gender violence by 2015.	What are the current statistics on GBV in the municipality? Nil but with the local	Collect and analyse baseline data against which progress in achieving targets will be monitored.	Statistics on GBV established	Awareness campaign with communities to report gender based violence to councillors	Current statistics on gender based violence within Council  Records for gender based violence	Councillors and social Services and Gender Committee and Police	On-going	Use exciting budgeted meetings

STRATEGIC OBJECTIVE/ OUTCOME	BASELINE	SADC PROTOCOL TARGET - 2015	INDICATORS	ACTIONS	OUTPUT	WHO	TIME FRAME	BUDGET
					within council			
		Integrated approaches, including cross sector structures with the aim of reducing current levels of gender based violence, by half by 2015.		Networking and inviting other sector structures to council Gender Meetings	Council integrated gender approach  Minutes and reports of meetings done with other sector structures.	Gender committee	On - going	Social Services Committee meeting budget
Public awareness campaigns								
To educate communities to challenge and eradicate gender based violence.	How has the municipality participated in awareness campaigns in the past? Has the municipality actively participated and promote the 16 Days Campaign in the past? In collaboration with women Affairs	Introduce and support gender sensitisation and public awareness programmes aimed at changing behaviour and eradicating GBV in all sectors of society.	Increased number of campaigns  reduced cases of Gender violence	Organise and sensitize communities on GBV issues	Campaign, Campaign Material  GBV reported cases	Councillors, Admin ,Gender Committee, women Affairs and Police	On Going	Gender Based Violence Budget
		Ensure the inclusion of men in all gender related activities including gender training and community mobilisation.	Increased inclusion of men in gender activities	Organise and train men in all gender related issues	Men supporting Gender programmes  Reports and	Gender committee , councillor and Admin Department	By February 2013	Use existing training budget

STRATEGIC OBJECTIVE/ OUTCOME	BASELINE	SADC PROTOCOL TARGET - 2015	INDICATORS	ACTIONS	OUTPUT	WHO	TIME FRAME	BUDGET
					minutes of trainings and workshops done with men			
Response								
To implement actions that are effective in responding to GBV in your council	What is the state of street lighting in the municipality?  Nil	Accessible, effective and responsive police, prosecutorial, health, social welfare and other service to redress cases of gender based violence.	Increased state of lighting in the council	To provide adequate street lightning. Replacing old florescent tubes	Community services reports	Works Department and gender committee	By March 2014	
	Are any of the police stations within the municipality equipped (private room, female officers etc.) to deal with cases of GBV?  Yes	Specialised facilities, including support mechanisms for survivors of gender based violence.	Increased Existence of private rooms and Officers to deal with GBV	Reinforce use of private rooms for GBV cases	Effective female Police Officers who deal with gender cases  Fully equipped police private room.	Admin Officer and gender committee	By January 2014	Nil
		Community sensitisation programmes regarding available services and resources for survivors of gender	Increased Services and resources available for survivors of GBV	Organise and do community sensitisation awareness programmes	Minutes and reports for community sensitisation programme	Gender committee, Min. Of .women .affairs and Police	By April 2014	GBV budgets

STRATEGIC OBJECTIVE/ OUTCOME	BASELINE	SADC PROTOCOL TARGET - 2015	INDICATORS	ACTIONS	OUTPUT	WHO	TIME FRAME	BUDGET
		based violence.			s			
		Establish special counselling services, legal and police units to provide dedicated and sensitive services to survivors of gender-based violence.	Increase in counselling services, legal and police units. Providing sensitive services to survivors	Mobilize resources for counselling and police services	counselling legal and police units reports	Gender committee, Min of Justice and Police	By May 2014	Social Services Health budget
Support								
To implement a plan and actions that supports survivors of GBV	How many places of safety and care are there within the municipality?  Nil	Provide specialised facilities, including support mechanisms for survivors of gender-based violence.	Establish places of safety	Mobilizing resources to support the survivors of GBV	Places of safety and counselling facilities for GBV survivors  Records of survivors assisted and supported by the Council	Gender committee and Project and Works Department	By June 2014	Social Services Health Department
	How many counselling facilities are there within the municipality?  Nil		Increase in number of counselling facilities.	Mobilizing resources for counselling facilities	Counselling facilities within the council	Social Services gender committee and works department	By June 2014	Social Services Health Department
	What publications and information exists on where to get help, and how is this being disseminated		Establishment of publications and information	Compiling publication and information on GBV from counsellors and police	GBV Publications , pamphlets etc.	Social Service and gender committee	By end of June 2014	Social Services Health Department

STRATEGIC OBJECTIVE/ OUTCOME	BASELINE	SADC PROTOCOL TARGET - 2015	INDICATORS	ACTIONS	OUTPUT	WHO	TIME FRAME	BUDGET
	currently? Nil							
Coordination								
To ensure that efforts to address GBV are conducted in a coordinated manner	Is there a multi sector committee for addressing GBV in the local council? Nil	Integrated approaches, including cross sector structures with the aim of reducing current levels of gender based violence, by half by 2015.	Number of GBV multi sector committee meetings	Organising multi sector committee training and liaising with Police	Multi sector committee meeting reports	Admin and Social services Department and Gender committee	By September 2014	All departments
Budget allocation								
To ensure that Councils commit budget and resources to addressing GBV	Is there a budget line for addressing GBV in the Council? Nil		Budget line for addressing GBV	Mobilise resources to hold gender budgeting meeting addressing GBV	Gender sensitive budget  Records of meetings for gender budgeting to address GBV	Finance Department and all HOD and Gender Committee	By March 2014	Finance Department
Monitoring and evaluation								
To ensure that efforts to address GBV are monitored and evaluated		Collect and analyse baseline data against which progress in achieving targets will be monitored.	Increase in the collection of data for MandE	Mobilize resources for monitoring and evaluation exercises	Monitored and evaluated GBV issues  Reports on monitoring and evaluation on GBV  MandE tools	Gender Committee	By December 2014	Monitoring and evaluation budgets for Social Services Committee
Best practices								
To showcase best	No best practice		Increase in the	Document reports,	Best	Gender	By December	Gender

STRATEGIC OBJECTIVE/ OUTCOME	BASELINE	SADC PROTOCOL TARGET - 2015	INDICATORS	ACTIONS	OUTPUT	WHO	TIME FRAME	BUDGET
practices to end GBV	yet		number of GBV best practices	photographing best practises	practises implemented within Council  Photography	Committee and the key various stakeholders	2014	Budget Social Services Committee
<b>EMPLOYMENT PRACTICES AND ENVIRONMENT</b>								
To increase the representation of women employed in the council.	What steps have been taken to prioritise gender equity in performance plans?  Training and development of women in council so as to be able to take up senior positions in councils	At least 50% of decision-making positions in the public and private sectors are held by women including the use of affirmative action measures.	Increase in female employees in management positions	Council to support financially and on policy formulation.  Affirmative action	Statistics of women in managerial posts. Full council minutes were enabling policies are resolved. Any other supporting data	Human resource management department	July 2014	
	What are the current gender statistics of employees in the municipality? What % men and women occupy management positions – what is the breakdown per department?  Female 16 Male 35 Woman in	Review, amend and enact laws and policies that ensure women and men have equal access to wage employment in all sectors of the economy.	Increased number of female employed	Council encouraging females to apply, Council promoting female employees who are equally qualified to men	HR Reports	Top management	July 2014	



STRATEGIC OBJECTIVE/ OUTCOME	BASELINE	SADC PROTOCOL TARGET - 2015	INDICATORS	ACTIONS	OUTPUT	WHO	TIME FRAME	BUDGET
	<p>management%33.3% Males in management positions% 66.7</p> <p>Female Employees per department</p> <p>Roads2 Administration Department 2 Social services department2 Agriculture and natural resources department 2 Finance department 8</p>							
	<p>Who is responsible for ensuring that targets are met? Is this included in their contract?</p> <p>Departmental Heads and the Chief executive Officer Targets are set in work plans agreed during the beginning of each year</p>		Clear performance targets set at the beginning of each performance period	Maximum supervision of staff Setting SMART targets.	Performance appraisal reports	Departmental Heads and the Chief executive Officer	December 2013	
	<p>Has any work been done in this area?</p> <p>Yes Performance</p>		Clear work plans with targets set at the beginning	Maximum supervision of staff Setting SMART targets.	Performance appraisal reports	Departmental Heads and the Chief	December 2013	

STRATEGIC OBJECTIVE/ OUTCOME	BASELINE	SADC PROTOCOL TARGET - 2015	INDICATORS	ACTIONS	OUTPUT	WHO	TIME FRAME	BUDGET
	targets reviewed half yearly are set at the beginning of every year.		of each period January to June and July to December			executive Officer		
	Have the unions been approached? Management work with workers committee which is comprised of female and male members		Increased number of female employees in workers committee which currently comprises of 4 females and 6 males.	Electing more female members into the works committee	A gender balanced workers committee	Employees and management to advise	July 2014	
Selection and recruitment								
To ensure that the recruitment and selection process offers equal opportunity to women.	What kind of employment equity plan is in existence?  Current recruitment criteria gender blind	Affirmative action measures with particular reference to women in order to eliminate all barriers that prevent them from participating meaningfully in all spheres of life and create a conducive environment for such participation.	a gender sensitive recruitment and selection policy	Review existing and Developing a gender sensitive recruitment and selection policy	Gender Sensitive recruitment policy  Minutes of full council meeting adopting the policy	Human resource department	December 2013	
	What are the targets for ensuring women's equal representation at all levels? Currently No target		targets for ensuring women's equal representation at all levels	Setting targets for ensuring women's equal representation at all levels	Minutes of full council meeting adopting the set targets	Human resource department	December 2013	
	Has gender been incorporated into policies and processes? No	Eradication of occupational segregation and all forms of employment discrimination.	Polices incorporating gender issues	Developing Polices incorporating gender issues	Minutes showing council resolution adopting	Human resource department	December 2013	

STRATEGIC OBJECTIVE/ OUTCOME	BASELINE	SADC PROTOCOL TARGET - 2015	INDICATORS	ACTIONS	OUTPUT	WHO	TIME FRAME	BUDGET
					the polices Policies			
	Are women and men paid equally for the work they do? Yes	Equal pay for equal work and equal remuneration for jobs of equal value for women and men; and	Uniform salary scales	Implementing uniform salary scales	Pay slips Salary schedules	Administrati on and finance department s	Currently done	
	What is the policy on maternity leave? 98 days fully paid are given to female employees who have served for more than one year and 98 unpaid given to those who will have served for less than one year	Enact and enforce legislative measures prohibiting the dismissal or denial of recruitment on the grounds of pregnancy or maternity leave.	% of Pregnant women on maternity leave	Approving leave forms	Doctors reports Approved leave forms	Administrati on and finance department s	Currently done	
Capacity building								
To ensure that training is done to educate all employees and community groups on gender	What training has already been done? Gender mainstreaming workshop attended by council employees from all departments. Council has already appointed a Gender focal person	Ensure equal participation of women and men in decision making by outing in place policies, strategies and programmes for the establishment and strengthening of structures to enhance gender mainstreaming.	Developed a gender action plan,	Developing a gender Action plan	Action plan, Full council minutes	All council department s	December 2013	
Work conditions and environment								
To facilitate women's equal	What childcare facilities are	Provide protection benefits for women	Increased number of	Encouraging female employees to take their	Fully functioning	Manageme nt and	July 2014	

STRATEGIC OBJECTIVE/ OUTCOME	BASELINE	SADC PROTOCOL TARGET - 2015	INDICATORS	ACTIONS	OUTPUT	WHO	TIME FRAME	BUDGET
participation in the workplace by providing support for parents because parenting responsibilities have continue to be the main responsibility of women.	currently available? Two nursery schools are operating	and men during maternity and paternity leave.	child care facilities	children to nursery schools Identifying spaces to build nursery schools	nursery schools  Full attendance of female employees at work without disturbances	female employees		
Address issues of sexual harassment in the council.	Is there a sexual harassment policy in existence? No but contained in the council's code of conduct	Enact legislative provisions adopt and implement policies, strategies and programmes that define and prohibit sexual harassment in all spheres, and provide deterrent sanctions for perpetrators of sexual harassment.	Increased awareness to sexual harassment clauses in the code of conduct and need to have a stand-alone SHP	Developing a sexual harassment policy for council	A well-developed sexual harassment policy. Council minutes adopting the policy	Top management and workers committee	December 2013	
	What kind of safety measures are in place currently? Reporting perpetrators to the police and disciplining them in terms of the code of conduct		Decrease in Sexual harassment cases reports	Conducting disciplinary hearings for perpetrators. Reporting to the police a	Minutes of disciplinary committee meetings.	Everyone in the organisation and management	Currently running	
<b>GENDER MANAGEMENT SYSTEM</b>								
Gender structures								
To establish structures that	Has any work been done in the	Establish and strengthen structures	Gender sensitive	Establishing Gender sensitive structures in	Gender sensitive	Administration	July 2014	

STRATEGIC OBJECTIVE/ OUTCOME	BASELINE	SADC PROTOCOL TARGET - 2015	INDICATORS	ACTIONS	OUTPUT	WHO	TIME FRAME	BUDGET
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.	establishment of structures? No work done except that council has a GFP	to enhance gender mainstreaming.	structures in councils	councils	structures in councils Council resolution adopting the structures	Department		
	Is there a committee in Council responsible for gender? No Committee		a committee in Council responsible for gender	Establishing a committee in Council responsible for gender?	A committee responsible for gender. Council resolution  TORs of committee	Administrati on Department and Chief executive officer	December 2013	
	Has a gender technical task team: comprising the GFP has been formed? Yes		Increased involvement of gender technical task team: comprising the GFP in place	Strengthening the gender technical task team: comprising the GFP	a gender technical task team: comprising the GFP fully operational	All department s	Currently running	
	Have gender focal points been established in all departments? Have TOR been drafted? Only one focal person for the whole organisation is present		Strengthening gender focal person	Giving support to the gender focal person i.e. financial, material and in any other manner	Fully supported gender focal person	All department s	Currently running	
	Has a gender specialist been recruited? No Only one gender focal person exists			Giving support to the gender focal person i.e. financial, material and in any other manner	Fully supported gender focal person	All department s	Currently running	

STRATEGIC OBJECTIVE/ OUTCOME	BASELINE	SADC PROTOCOL TARGET - 2015	INDICATORS	ACTIONS	OUTPUT	WHO	TIME FRAME	BUDGET
	because of the size of the organisation							
	Has gender been written into the performance agreements of senior managers and GFP? No		Gender management written into the performance agreements of senior managers and GFP	Including Gender management into the performance agreements of senior managers and GFP	Managerial work plans encompassing gender management contracts	Chief executive officer	July 2014	
	Is the GMS known, has it been publicised? Not yet		GMS known, and publicised in the council	Ensuring that GMS is known, and publicised in the council	Council minutes management reports	Top management	July 2014	
<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.	Does sex disaggregated data exist? Is it applied? Available in some departments	Ensure gender sensitive and responsive budgeting at the micro and macro levels, including tracking, monitoring and evaluation.	Increased existence of sex disaggregated data	Keeping sex disaggregated data in all sectors	Sex disaggregated data. full council minutes	All departments	December 2013	
To ensure that resources are being allocated to gender priorities.	Are there direct or budget allocations for advancing gender equality? 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.	Direct budget allocations for advancing gender equality?	Allocating direct budget allocations for advancing gender equality?	Budget	Social services and finance departments	December 2013	

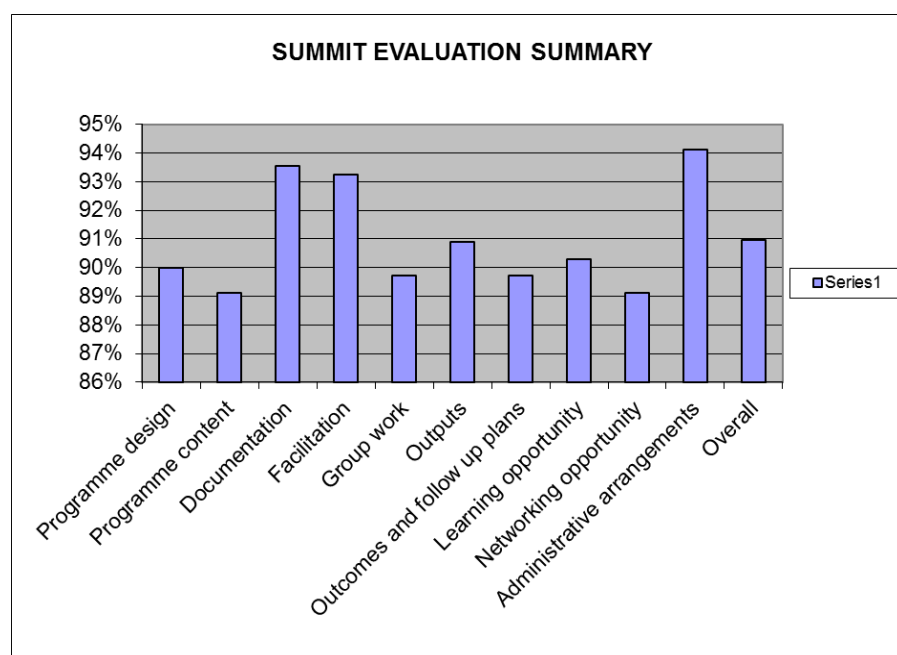
<b>STRATEGIC OBJECTIVE/ OUTCOME</b>	<b>BASELINE</b>	<b>SADC PROTOCOL TARGET - 2015</b>	<b>INDICATORS</b>	<b>ACTIONS</b>	<b>OUTPUT</b>	<b>WHO</b>	<b>TIME FRAME</b>	<b>BUDGET</b>
	Do women and men benefit equally from budget allocations? So far no disaggregated data		A Gender sensitive budget	Formulating a gender sensitive budge	A Formulated gender sensitive budget	All Departments	December 2013	

## Annex C: Workshop evaluation

34 Evaluations received

	1	2	3	4	5	6	7	8	9	10	Total
<b>Programme Design</b>					1	0	3	9	2	19	<b>34</b>
<b>Programme Content</b>							4	10	5	15	<b>34</b>
<b>Documentation</b>							3	5	3	23	<b>34</b>
<b>Facilitation</b>						1	3	4	2	24	<b>34</b>
<b>Group Work</b>						2	5	4	4	19	<b>34</b>
<b>Outputs</b>							4	7	5	18	<b>34</b>
<b>Outcomes and Follow Up plans</b>						1	4	8	3	18	<b>34</b>
<b>Learning Opportunity</b>						1	3	9	2	19	<b>34</b>
<b>Network Opportunity</b>						1	6	6	3	18	<b>34</b>
<b>Administrative Arrangements</b>							2	5	4	23	<b>34</b>

	Evaluation area	Rating
1	Programme design	90%
2	Programme content	89%
3	Documentation	94%
4	Facilitation	93%
5	Group work	90%
6	Outputs	91%
7	Outcomes and follow up plans	90%
8	Learning opportunity	90%
9	Networking opportunity	89%
10	Administrative arrangements	94%
11	<b>Overall</b>	<b>91%</b>



## Comments



**Which session did you find most useful? Why?**

- All sessions.
- Action planning. It has formed the basis of how future gender issues will be tackled.
- Gender and governance.
- Group work. I had various views from different people.
- Gender budgeting.
- Stereotyping. It shows us that it is very harmful in society.

**Which session did you find least useful? Why?**

- None. All sessions were useful.

**How will you apply what you have gained from this engagement?**

- Use the information to help reduce GBV.
- We are going to sit down as council and try to implement the lessons from here.
- Through committees of council and management meetings.
- Formulate gender sensitive policies in council activities.
- Advice fellow workmates on gender and its merits.
- During the budget process, I will advocate for a gender sensitive budget.

**Any other comments?**

- Gender organisations should hold more workshops.
- To help promote human rights.
- Everything was well planned and very educative.
- This program is important. It should reach all parts of the country.
- Gender Links is doing a great job in educating people about gender issues in SADC.