

REPORT
CENTRES OF EXCELLENCE STAGE FOUR AND FIVE WORKSHOP
ZIMBABWE

COUNCIL: RUSHINGA RURAL DISTRICT COUNCIL



DATES: 4-7 AUGUST 2014
VENUE: PANDHARI HOTEL, HARARE



Participants at the Rushinga, Rusape, Gokwe and Bindura COE

Photo: Tapiwa Zvaraya



Table of contents

Executive Summary	3
Background	3
Process and activities	4
Welcome and Opening Remarks	4
Key Gender Concepts	5
Sex and Gender	5
Definition of Terms	5
Gender and Governance	6
Management and Leadership	7
Problems associated with leadership	7
Conflict Resolution	7
Gender Planning Concepts	8
Practical and Strategic Gender Needs	8
Gender Mainstreaming	8
Gender Budgeting	9
Gender and the Economy	9
Making Care-work Count in Local Government	9
Definition of Terms	9
Men and Care-work	9
Gender and Local Economic Development	10
Definition of Terms	10
Local Economic Development	10
LED Initiatives	10
Barriers to participation in LED	10
Gender, Climate Change and Sustainable Development	11
Definition of Terms	11
Climate Change	11
Sustainable Development	11
Link between Climate Change and Sustainable Development	11
Climate Change Issues prevailing in the councils	11
Gender Based Violence	12
Outputs	12
Closing Remarks	12
Annexes	14
Annex A: Programme	14
Annex B: Participant List	16
Annex C: Rushinga Action Plan	20
Annex D: Evaluation	40

Executive summary

This is a report on the proceedings of the Centres of Excellence for Gender Mainstreaming in Local Government joint stage four and five workshop held from 4–6 August 2014 at Pandhari Hotel in Harare with Bindura Rural District Council, Gokwe Town Council, Rusape Town Council and Rushinga Rural District Council.

This workshop came in light of the councils' 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 three days, the workshop was attended by council officials. In total 58 participants (40 men and 16 women); see **Annex B** for the full workshop participants list. The Rusape, Gokwe, Rushinga and Bindura 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 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. 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 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.

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

Rusape Town Council Chairperson, councillor Chawasarira thanked GL for the invitation to the workshop. He stated that the council was wondering what gender mainstreaming is all about and he was happy that they had an opportunity to learn.

Bindura Rural District Council chair, councillor Chinyakwetu thanked GL for the workshop stating that gender sensitization was often misconstrued to be a women's issue. He stated that it was essential that councils work towards having a better mind-set on gender issues.

Gokwe Town Council chairperson, councillor Senga also thanked GL for incorporating their council into the COE programme. She stated that she had been inspired and women's contribution in all spheres ought to be recognised.

Lastly **Rushinga Rural District Council** Chair, councillor Chiwarange thanked GL for the programme and it was his endeavour that the lessons that were going to be learned in the workshop would be implemented back in council after the workshop.

GL Country Manager, Priscilla Maposa in her opening remarks thanked participants for setting aside their precious time to attend 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. She gave a brief background of the GL programmes, particularly the Gender and governance programme focusing on the Centres of Excellence (COE) programme, which is the main programme that aims at giving capacity to councillors and officials alike to enhance their understanding of gender mainstreaming. She explained that GL had signed Memorandum of Understanding with ZiLGA and that the Ministry of Local Government, Public Works and National Housing was keen on ensuring that the Centres of Excellence Programme was cascaded to all 92 councils in Zimbabwe. She also went on to explain the ten-stage process to the participants, stating that this year-long process will see GL engage the council in a lot of activities.

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. The exercise was widely participatory with debate being centred on the issue of commercial sex work. Some participants regarded this as a preserve for women while others claimed that both men and women were involved in commercial sex work. The general consensus was that commercial sex work was being done by both women and men. 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:



Participants doing the sex-gender exercise Photo: Tapiwa Zvaraya

Songs and dramas

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

- "Tozeza Baba- Oliver Mtukudzi".
- "Tea Hobvu- Zex Manatsa".
- "Ndagarwa Nhaka- Oliver Mtukudzi"
- "Ndiro yababa- Tongai Moyo".
- Idioms
- "Musha mukadzi".
- "Matende mashava, kurezva mupeta".
- "Chembere mukadzi hazvienzani nekurara mugota."
- "Umhandara ushongakamwe, chikuru umvana."
- "Chenga ose manhanga, hapana risina mhodzi".
- "Kugocha kunoda kwaamai kwemwana kunodzima moto".
- "Kuzvuvu sanzu, zvuvu nemarara aro."

- “Kuguta sehama yemukadzi.”
- “Nhumbu mukadzi mukuru, hairevi chayadya”

Tradition, culture and religion

- In Zimbabwe traditionally children belong to the men.
- Men have the privilege of marrying more than one woman, whereas it is not the same for women.
- Education was meant for men rather than women.
- Nhaka, sara pavana.
- Some people use the bible to discriminate against women.
- In some churches women are not allowed to preach.

Media

In the case of the media, participants stated that the media reinforced stereotypes as the adverts in some media publications used women for marketing purposes. Participants observed that in the media, corruption was synonymous with men. They also stated that the images that depict disaster management areas often were associated with women. In terms of education enrolment in universities was previously skewed to men. However in recent times universities have taken the affirmative action policy in order to have more female students in areas like Engineering and natural sciences.

Gender and governance

This session was led by the Chegutu Municipality Gender Focal Person, Melania Mandeya. She highlighted that when discussing gender and governance issues, the core functions of local government which are service delivery is analysed. Participants defined 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.



Chegutu Municipality GFP Melania Mandeya facilitates the Gender and Governance module
Photo: Tapiwa Zvaraya

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:

- Doubt and low self-esteem on the part of women.
- Cultural backgrounds that hinder participation.
- Lack of understanding of systems.
- Dominance of issues by a few individuals, mostly men in council procedures.
- Women do not support each other, often employing the Pull Her Down Syndrome on each other.
- Some electoral systems deterred effective participation as in the case of the First Past the Post (FTPT) which usually favours men.

Participants stated that it was essential that both councillors and officials work together to improve each other. They also reiterated the need for constant capacity building of both councillors and officials in various disciplines. In regards to electoral systems, various NGOs

together with government ministries of Local Government and Women Affairs were trying to lobby for a legislative quota to be introduced at local level as was the case at national level in the Constitution of Zimbabwe.

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, control and coordinate. They felt that management was the art or skill of getting things done. 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. Participants noted some attributes that are common to both managers and leaders like the fact that, they both make decisions, are motivators, communicators, visionary, show commitment, should be transparent, firm, committed and strategic.

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"> • Efficient service delivery • Transparency • Identification with their needs. • Feedback (communication) 	<ul style="list-style-type: none"> • Have ownership. • Participation in council and ward meetings. • Supporting their leaders. • Stakeholder participation. • Give positive criticism. 	<ul style="list-style-type: none"> • Lack of training/Knowledge • Lack of trust/suspicion. • Resistance. • Negative criticism. • Shortage of resources. • Nepotism • Lack respect.

The participants alluded that there was need for everyone to undertake their roles in the community. There is also need for building trust between councillors and management as well as continued training and capacity building in order to reduce conflict.

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 at different levels-international level (between states), regional level, local level and household level. They even went to identify that even individuals are often in conflict with themselves.

Participants stated that while conflict was inevitable it was both good and bad. They identified that conflict was prevalent in councils between councillors and officials as well as between council and the residents. It was essential that conflict be avoided as too much of it would deter development and the purpose of council. They reiterated that the major source of conflict between residents and council was misinformation or lack of understanding of council goals and visions. It was necessary that council with the help of councillors be active in giving proper feedback to the community of the council visions and strategies in order to mitigate the possibility of conflict or confrontation with residents.

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, health care 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">• Report to police.• Counselling.• Awareness campaigns	<ul style="list-style-type: none">• ZRP• Community• Counsellors• Council
HIV/AIDS	<ul style="list-style-type: none">• Treatment• Counselling• Awareness campaigns• Employment policy	<ul style="list-style-type: none">• Health Workers.• Peer Educators• Community• Min of Health.• NGOs
Pregnancy	<ul style="list-style-type: none">• Legal Termination of pregnancy• Counselling	<ul style="list-style-type: none">• Min of Justice• Min of Health
Housing	<ul style="list-style-type: none">• Housing	<ul style="list-style-type: none">• Council• Government
Unemployment	<ul style="list-style-type: none">• Equal employment opportunities• Empowerment (projects)• Awareness/Training	<ul style="list-style-type: none">• Council.• Government.• NGOs
Social Amenities	<ul style="list-style-type: none">• Play centres.• Water and sewer reticulation.	<ul style="list-style-type: none">• Council.• Government.• NGOs• Parastatals (ZINWA, ZESA)
Education	<ul style="list-style-type: none">• Adult education.	<ul style="list-style-type: none">• Council.• Government.

Gender Blind Policies

Participants analysed the City of Harare Housing Policy (2009) and concluded that it was a gender blind policy as it did not take into account the needs of women. It is against this background that participants were able to differentiate between gender blind and gender aware policies.

Gender Disaggregated Data

Participants highlighted the need to have gender disaggregated data in councils. They observed that this data would be used as a monitoring and evaluation tool and also be used as pointers on areas that need to be improved.

Gender budgeting

The group undertook the gender budgeting exercise. It was their observation that with the current financial crisis councils faced usually their allocated budgets for activities are often on paper rather than in real monetary terms. Participants stated that gender responsive budgeting was the allocation of resources in an equitable manner and according to the needs of the service user. They were able to distinguish between gender specific budget and gender mainstreamed budget.

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. It was also noted that socialization had led to stereotypical beliefs that women’s place was in the home.

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. The general consensus was that the current situation was that women undertook care-work while the responsibility for men was to provide financial muscle. Participants acknowledged that men could not cope with the burden of giving care.

Participants stated that there was need to help care givers. The major constraint was that councils did not have adequate resources to channel towards care work. However this was being done in collaboration with partners and civil society. The councils present saw the need to take the issue of care-giving seriously.

In regards to assisting care givers in **Rusape Town Council** they stated that council provided some resources and engaged other NGOs to assist them especially with utilities like soap. The care-givers in the town also report to the council clinic. **Rushinga Rural District Council** stated that they did not have health departments and issues of care work are really not tackled. Both **Gokwe Town Council and Bindura Rural District Council** did not undertake care-work activities but reiterated the need to undertake such activities despite that this function was a government function.

Participants reiterated the need to support care-workers as well as put measures to undertake care-work activities. Participants agreed that going forward they were going to do the following in regards to care-work when they got back to their councils:

- Hold meetings with care-givers, so as to understand their issues, while recognising their effort. E.g. holding care-giving days.
- Need to have a budget line that caters for care-givers.

- Allocating space to care-givers so that they can hold their meetings.
- Provide care-givers some materials e.g. gloves, soap.
- Seek for partnerships so as to assist care-givers.
- Council nurses and counsellors can offer psycho-support services to care-givers.
- Allocation of land to partners who wish to undertake care-work activities within their councils.

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.”

LED Initiatives

In a bid to promote LED, **Rusape Town Council** has factory shells, dating back 10 years where various activities were taking place e.g. printing. In addition the council had 10 mini shops for youths as well as ward shops which were built with the intention of empowering women but the programme had been abandoned some years back. However council had resuscitated the programme. The council also had market stalls which were dominated by mostly women. The council is in partnership with a women’s brick moulding group who are providing bricks to construct a council clinic which will reduce the distance which is covered by women to access health services.

Rushing Rural District Council has embarked on a unique project in which they encourage the sale of cows by the community at prevailing market prices through auction and at no cost to the seller. The council is responsible for looking for buyers for the councils. This is both economically empowering the community and council economically. A number of players are involved this project including the police and veterinary’s department. In **Gokwe Town Council** a number of Small and Medium sector enterprises had mushroomed in the town. **Bindura Rural District Council** are partnering with some individuals who are undertaking one of the biggest fish projects in the community. Most people in the area have taken to this project and are coming as far from Harare.



Priscilla Maposa explains the LED module to participants Photo: Tapiwa Zvaraya

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.
- 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 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

Bindura, Gokwe, Rusape and Rushinga like most cities in Zimbabwe have been experiencing changes in the climate. These include:

- Droughts.
- Late rainfall.
- Extreme temperatures (too hot or too 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 as communities it was imperative that the issue of climate change be tackled through various ways including:

- Forging partnerships with key stakeholders like the Environmental Management Agency who have the expert knowledge on issues to do with the environment.

Councils were experiencing climate change in different ways and as such they had developed mechanisms to counter these. In **Rusape** sand poaching had become rife. As such the council was establishing pit extraction points where the community would do their sand extraction activities. This also applied to river sand extraction. Furthermore the council was involved in the planting of trees in the highway Rusape-Mutare road as well as separation of usable and non-usable material for recycle.

In **Rushinga** trees are planted at every state occasion with the help of the forestry commission which supplies the trees. This programme is also cascaded to the headsmen as well as schools. In **Bindura** the major problem was that of sand poaching as well. In a bid to mitigate this the council is in partnership with the Members of Parliament for the province who provide at least a 1000 trees for replanting. **Gokwe** is currently undertaking an Environmental Impact Assessment for their dumpsite location. In addition the council has a designated park that is meant for greening activities.

Participants went through the gender dimensions of climate change and the general consensus was that women were mostly affected in the following areas, though even men were prone to these:

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

Gender Based Violence

Participants discussed issues on GBV highlighting that GBV was now a menace to society. Both men and women alike were being affected by it. It was essential that as local authorities they play a role in denouncing the prevalence of GBV. Participants realized that not only should GBV be curbed in the community but also at council internally. In order to achieve that there was need for comprehensive Anti-GBV policies in councils.

Outputs

- Rusape Town Council Draft Gender and GBV Action Plan.
- Gokwe Town Council Draft Gender and GBV Action Plan.
- Rushinga Rural District Council Draft Gender and GBV Action Plan.
- Bindura Rural District Council Draft Gender and GBV Action Plan.

Closing remarks

Participants highlighted that their expectations had been met. It was their hope that they would use the lessons from this workshop to continue with good gender practices. They expressed their gratitude to the councillors for their political will. GL country manager Priscilla Maposa thanked all the participants including the District Administrator for Mashonaland Central. She thanked all the councillors for the political buy-in of the COE programme and for the work they put in to ensure that the workshop was a success. She stated that this workshop had given GL platforms to not only share their experiences but also to learn from the councils present.



Rushinga RDC CEO Mr Munyede and the District Administrator Photo: Tapiwa Zvaraya

She urged councils to go and sensitize the majority of people who had been left at council urging them to participate in the 2015 District and National Summits, which will be very educational as some of the best practices already exhibited in the workshop were unique.

The chairperson of **Rusape Town Council**, councillor Chawasarira thanked GL for the workshop. He highlighted that before the council came to the workshop, he thought that gender issues would be about women's issues only. He stated that the council would be going back to council and improve on the issues that needed to be improved. He stated that going forward the council will gender mainstream all service delivery issues.

Gokwe Town Council Secretary, Mr Ramakgaphola thanked GL for the programme. He stated that when council received the invitation, he had a different mind-set. He thought that this COE programme was just a GL programme. However, through the duration of the

workshop 'we have learnt a lot and realised that this programme is for the benefit of our community', he said. He added on by saying the council would share their experiences with Gokwe North and South councils.

Bindura Rural District Council chairperson, councillor Chinyakwetu thanked everyone for their contribution to the workshop. He stated that council had learned a lot of things which will help the council to develop. He stated that the council would be participating at next year's summit.

Rushinga Rural District Council Chairperson, councillor Chiwarange stated that the council had learnt a lot through this workshop. He encouraged everyone to undertake their responsibilities and work as a team so that service delivery would be improved.

Annexes

Annex A: Programme

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

DAY/TIME	ACTIVITY	TIME	WHO
Developing a Gender Action plan			
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	Closure		
DAY THREE: Cont. Developing a Gender Action plan			
8:00 – 9:30	Developing a gender and GBV action plan	1 hr 30 min	Groups
Prioritising the action plans			
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	DESIGNATION	ORGANISATION/ COUNCIL	E-MAIL ADDRESS	FAX	CELL PHONE
1. Chiwarange Spencer	M	Chairperson	Rushinga RDC	sparange@gmail.com		+263774396100
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3. Lucian Gorogodo	M	Personnel Asst.	Bindura RDC	lmgorogodo@gmail.com		+263775644810
4. Solomon Gabaza	M	Town Treasurer	Rusape Town Council	solomongabaza@gmail.com		+263773298744
5. Chivanga A. N	M	Admin and HR	Bindura RDC	achivanga@gmail.com		+263774496803
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17. Fastimo Mapfunde	M	Councillor	Gokwe Town Council			+263712034162
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Attendance by Gender

		Total	% M	%W
No Number of Males	Number of Females			
40	16	56	71.4	28.6

Annex C: Rushinga Action Plan

RUSAPE COE GENDER PLANNING FRAMEWORK FOR LOCAL COUNCILS

The fields to be completed are:

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

STRATEGIC OBJECTIVE/ OUTCOME	BASELINE	SADC PROTOCOL TARGET - 2015	INDICATORS	ACTIONS	OUTPUT	WHO	TIME FRAME	BUDGET
GENDER POLICY FRAMEWORK								
Increase council's level of awareness around national, regional, international commitments that the country has made especially the SADC Protocol on Gender and Development and the National Gender Policy	What is the current level of awareness? Council is currently 5% aware Appointed a gender focal person. Chairpersons of Council Committees and management attended a three day workshop on gender links	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.	Increased awareness	Awareness campaigns	Attendance registers and meeting minutes	Administration and human resources development department and respective Committee; Social Services and Councillors Min of Gender and Women Affairs	2015	
Ensure that there is a gender policy in the council and it is implemented.	Has a gender policy framework been drafted and approved. No	Laws and policies put in place to enable women to have equal opportunities with	Council to have a Gender Policy.	Consultation Drafting of policy Adoption of policy	An approved Gender Policy.	GFP; Cllrs; GL, Council management	July 2015	

STRATEGIC OBJECTIVE/ OUTCOME	BASELINE	SADC PROTOCOL TARGET - 2015	INDICATORS	ACTIONS	OUTPUT	WHO	TIME FRAME	BUDGET
		men to participate						
Gender issues are given a high political profile by the Council and has a political champion	Council Committee chairpersons trained to become political gender champions		100% councillors trained on gender issues	Provide training to all councillors on gender issues to ensure that such issues are politically championed by Councillors	Training material, reports, registers	Cllrs, AHRD, NGOs	April 2015	
GOVERNANCE								
Representation								
To increase the representation of women councillors in the next elections to ensure that the SADC target of 50% women in local government is achieved by 2015.	What is the % of women councillors in the municipality? 4 % (1 women out 25)	At least fifty percent of decision-making positions in public and private sectors are held by women; affirmative action measures in effect.	50% Women representation in Council	Ensure that there are equal numbers of women and men councillors in the council through advocating for 50/50 quota	Legislative quota	Politicians Political Parties	Dec 2018	
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? (1 women deputy chairpersons and 4 male chairpersons)	Policies, strategies, and programmes for building capacity of women to participate effectively through leadership and gender sensitivity training and mentoring.	Increase in the number of women in Leadership positions.	To capacitate women with leadership skills.	Capacity building reports	AHRD Politicians; Political parties Council GL;	Dec 2018	
.To educate communities and raise awareness about the importance of women's equal	Has there been a 50/50 campaign or any other awareness raising on women's equal participation?	Legislative measures and public awareness campaigns to emphasise that women's	-Increase in the level of awareness - Increasing the number of women foras.	-Campaigns -Training Workshops in the Empowerment of women.	Workshop minutes attendance registers	Cllrs; Community Leaders; GL; Politicians;	Dec.2015	

STRATEGIC OBJECTIVE/ OUTCOME	BASELINE	SADC PROTOCOL TARGET - 2015	INDICATORS	ACTIONS	OUTPUT	WHO	TIME FRAME	BUDGET
representation in local councils	No	representation and participation are an important component of democracy and good governance.						
Public 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? No	Policies, strategies and programmes for the establishment and strengthening of structures to enhance gender mainstreaming.	Women taking leadership roles in political dispensations.	Conduct to elevate status of women	Gender sensitive resolutions	Political parties, politicians	2018	
To empower women councillors to advocate for gender equality	Has any networking been done with other women's caucuses? Yes.	Women and men participate equally in all governance structures.	Improved women communication and participation in all levels.	Budget allocation for T and S Create emails for women councillors to facilitate in networking with other peers.	Reports Email addresses	GFP: ARDCZ; Council: WAG (woman in local government)	Dec.2015	
	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.	Having an up to date database	Conduct a survey to determine skilled women. Training	Skills audit reports Training manuals	AHRD; Council; GL;	Dec.2016	
PLANNING								

STRATEGIC OBJECTIVE/ OUTCOME	BASELINE	SADC PROTOCOL TARGET - 2015	INDICATORS	ACTIONS	OUTPUT	WHO	TIME FRAME	BUDGET
To ensure that targeted planning and service delivery takes place in the council women are consulted equally in policy-making processes.	Is the Council's strategic plan gender aware? Strategic plan in existence.		Increase in planning for gender awareness	Awareness campaigns	Minutes and reports Attendance registers	Council, Women affairs, Min of education	By 2015	
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? YES	Equal participation of women and men in policy formulation and implementation of economic policies.	Increase in gender sensitive meetings	Hold consultations with the gender desk as well as women to get issues to include in planning	Meeting reports. Attendance registers	Council, Woman affairs, Political parties	By 2015	
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? N/A	Equal opportunity: ensure that women and men have an equal chance to participate in and implement economic decisions and policies.	Increase in formulation of aggregated data	Creation of aggregated data base	Reports of aggregated data base	Council,	By 2016	
To provide gender aware support to the informal sector	How gender aware is council assistance to the informal sector? Both women and men are benefiting from cattle markets, flea markets and	Trade and informal sector: adopt policies and enact laws, which ensure equal access, benefits and opportunities for women and men in	Increase in marketing strategies	Aggregated data of beneficiaries	Reports	Council	By December 2015	

STRATEGIC OBJECTIVE/ OUTCOME	BASELINE	SADC PROTOCOL TARGET - 2015	INDICATORS	ACTIONS	OUTPUT	WHO	TIME FRAME	BUDGET
	vending	trade and entrepreneurship; take into account the contribution of women in the formal and informal sectors.						
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? Financial schemes exist like cattle markets, flea markets	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.	Increase in marketing points	Awareness campaigns	Reports and minutes of meetings	Council, Police, Veterinary	By 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? Influence over technological schemes exists	Ensure that women and men have access to modern, appropriate and affordable technology and support services.	Increase in technological advancement towards gender issues	Gender sensitisation campaigns	Reports, minutes and attendance registers	Council, Min of Women affairs	By 2015	
Procurement								
To ensure that women benefit equally from the procurement	What proportion of Council tenders over the last year went to women? Is there a	Women benefit equally from economic opportunities,	Increase in implementation of gender balance	Formulation of policies	Reports and minutes	Council	By 2016	

STRATEGIC OBJECTIVE/ OUTCOME	BASELINE	SADC PROTOCOL TARGET - 2015	INDICATORS	ACTIONS	OUTPUT	WHO	TIME FRAME	BUDGET
processes which they have historically been excluded from.	policy and or point system in place to redress gaps? Employment system of considering women over man exists	including those created through public procurement policies.	systems					
CLIMATE CHANGE AND SUSTAINABLE DEVELOPMENT								
Ensure that the council understand the effects of climate change and they address the effects through instilling measures to address the negative impact of climate change	Has there been a gender aware audit done of climate change and its effects and or likely effects? N\A	Laws and policies: review all policies and laws that determine whether women can access, control, and benefit from, productive resources.	Increase in environmental conservation sensitisation	Reforestation,	Reports and minutes	Council, EMA, Forestry, Min of education, ZRP	By December 2015	
To involve women, as key stewards of the environment, in environmental preservation	Are women involved in drawing up policies and plans for "going green" women are involved in drawing up policies and plans for "going green"	Equal participation of women and men in policy formulation and implementation of economic policies.	Increase in gender based meetings	Gender balance in decision making	Gender balanced policies	Council, Women affairs	By December 2015	
To involve women in projects and green business ventures, e.g. waste management.	Are there any green business ventures? green business ventures are available	Women benefit equally from economic opportunities, including those created through public procurement policies.	Increase in green business campaign awareness	Formulation of gender balanced green business committees	Reports and minutes	Council, EMA, Forestry and Min of Youth	By December 2015	
To take into	How gender aware	Policy measures to	Increased	Engage civil society	Meeting	Council	2016	

STRATEGIC OBJECTIVE/ OUTCOME	BASELINE	SADC PROTOCOL TARGET - 2015	INDICATORS	ACTIONS	OUTPUT	WHO	TIME FRAME	BUDGET
account the needs of women in emergencies and disasters	are existing disaster management plans? Civil protection committee in place at district level	ease the burden of the multiple roles played by women.	preparedness to disasters	and government departments who deal with disaster management for training and capacity building. Come up with a council disaster management plan	reports Disaster Management plan	NGOs Climatologists		
INFRASTRUCTURE								
Housing								
To promote the equal rights of women to land tenure	What proportion of stands (ERF's) are owned by women?	Collect and analyse baseline data against which progress in achieving targets will be monitored.	Increased accommodation for women	Council allocating standing regardless of gender	lease agreements	Council	September 2014 and onwards	
	Do any policies exist to ensure women's access to land tenure?	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; Land tenure;	Number of stands allocated	Council issuing lease documents and processing title deeds applications	Lease agreements, housing waiting lists Stand allocation lists	Council	Ongoing process	
To women's equal access to housing.	What kind of consultation process exists in residential design?	Laws and policies: review all policies and laws that determine whether women can access,	Improved accommodation	Council prescribing housing designs	Minutes of consultation meetings	Council	September 2015 onwards	

STRATEGIC OBJECTIVE/ OUTCOME	BASELINE	SADC PROTOCOL TARGET - 2015	INDICATORS	ACTIONS	OUTPUT	WHO	TIME FRAME	BUDGET
		control, and benefit from, productive resources.						
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, roads, health	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.	Improved service delivery	Council is installing water reticulation lines at urban centres	Tap water at peri urban centres Portable water	Council ZINWA	August 2014 to December 2015	
	What kind of consultation process has there been in the past?		Number of water points	Council procuring borehole spares for communal boreholes	Portable water Functional boreholes	DDF Council	Aug to Dec 2015	
	What is the current state of service delivery?		Improved access to clean water and sanitation	Water reticulation and construction of toilets	Portable water and proper fascia disposal systems	Council MOH	August 2014 to December 2015	
HEALTH								
Ensure health facilities are accessible to women	How many mobile clinics are there currently? Which communities do these clinics service? NIL, but council has clinics in the vicinity The district has 10 rural health centres and two hospitals	Legislative frameworks, policies, programmes and services to enhance gender sensitive, appropriate and affordable quality health care.	Improved access to health services EPI programme for the whole district	Mobile team from Ministry of Health. Council has three more clinics under construction	Health reports	MOH Council	September 2014 to December 2015	
HIV AND AIDS AND CARE WORK								
Prevention								
To establish the gendered dimensions of	Does the Council have gender disaggregated data	Collect and analyse baseline data against which	Number of disaggregated data	Council liaise with DAC for statistics	DAC Reports	DAC	August 2014 to December 2015	

STRATEGIC OBJECTIVE/ OUTCOME	BASELINE	SADC PROTOCOL TARGET - 2015	INDICATORS	ACTIONS	OUTPUT	WHO	TIME FRAME	BUDGET
HIV/AIDS and to raise awareness on the pandemic in the Council.	on HIV and AIDS? But is available at DAC Nil. DAC has the stats	progress in achieving targets will be monitored.						
To run gender-aware prevention campaigns	Do prevention campaigns emphasise differences in power relations between women and men? YES	Develop gender sensitive strategies to prevent new infections.	Number of prevention awareness campaigns held	Awareness campaigns held with partners DAPP ZAPSO NAC Council and moh	Workshop materials and reports, Attendance registers	MOH DAPP DAC ZAPSO Council and MOH	August 2014 to December 2015	
	Do prevention campaigns emphasise the dangers of multiple concurrent partners? yes		Number of campaigns held	Campaigns, meetings done with the assistance of developing partners	Campaigning materials Workshop reports	MOH Council	August 2014 to December	
	Is the female condom available? If so where? Clinics and hospital		Number of condoms distributed	PSI and PSZ distributing condoms	Condom distribution lists	PSI Population Services of Zimbabwe MOH	September 2014 to December 2015	
To ensure that messages of generational sex and multiple partners are addressed	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? Yes, World Aids Day held	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	Number of awareness campaigns held	District holding awareness campaigns on the pandemic	Campaign reports; Campaign material	DAPP NAC MOH Council Police	August 2014 to December 2015	

STRATEGIC OBJECTIVE/ OUTCOME	BASELINE	SADC PROTOCOL TARGET - 2015	INDICATORS	ACTIONS	OUTPUT	WHO	TIME FRAME	BUDGET
	commemorations	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?	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.	Number of awareness campaigns held	Council will start spreading gender messages at each forums such as at ward assemblies and ward development committees etc. Inclusion of an item on gender violence on every scheduled meetings	Campaign reports, Campaign material	Police Council	August 2014 to December 2015	
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?	Ready access to post exposure prophylaxis at all health facilities to reduce the risk of contracting HIV.	Reduced infections	Focal persons are spreading messages on PEP DAC at DHT meetings are doing the same	Treatment registers at the rural centres and district hospitals	MOH Council	August 2014 to December 2015	
To educate women and men on voluntary counselling and testing which is a powerful tool for preventing the spread of	What is the % of men and women who go for VCT?	Collect and analyse baseline data against which progress in achieving targets will be monitored.	Reduce risk behaviour Bindura	RHC offering provider initiative VCT Mobile VCT team from HOPE Bindura Men uptake is very low	Registers at rural health centres, hospitals and HOPE	MOH HOPE Bindura	September 2014 to December 2015	

STRATEGIC OBJECTIVE/ OUTCOME	BASELINE	SADC PROTOCOL TARGET - 2015	INDICATORS	ACTIONS	OUTPUT	WHO	TIME FRAME	BUDGET
HIV/AIDS.								
To address unequal access to treatment; especially inhibitions by men to accessing treatment	What proportion of women compared to men access free treatment?	Collect and analyse baseline data against which progress in achieving targets will be monitored.	Number of people treated	Health facilities offering free treatments to under fives and the elderly Equal access to treatment	Registers of both men and women treated at health facilities	MOH	August 2014 to December 2015	
Care								
Ensure that the council addresses the gendered dimensions of care work	What proportion of care givers in the community are women?	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.	Improved health care in the community	Campaigning for men to be part and parcel of care givers Refresher trainings being done.	Register of care givers in the district	DAPP MOH	August 2014 to December 2015	
	Do care givers receive any remuneration		Nil		Improved health care in the community	DAPP MOH	August 2014 to December 2015	
	What support do care givers receive		Uniforms	Development partners providing care kits and uniforms.	Improved health care services	MOH DAPP	August to December 2015	
	Do care givers receive training? What kind?		Training materials on community based counselling	Refresher training	Improved care services in the community	Moh DAPP	August to December 2015	
	Are there any efforts to involve men in care work?		Campaigning materials	Campaigns being carried out to lure men	Expected change on attitudes	MOH DAPP DAC	August to December 2015	
Social development								
To make community and sporting facilities more accessible to women and girls and ensure that	What kind of work is/ has been done with women's groups?	Collect and analyse baseline data against which progress in achieving targets will be monitored.	Community teams	Promotion of women soccer and other ball games Competitions are being held	Women soccer teams in the district	Ministry of Sports Arts and Culture	August 2014 and onwards	

STRATEGIC OBJECTIVE/ OUTCOME	BASELINE	SADC PROTOCOL TARGET - 2015	INDICATORS	ACTIONS	OUTPUT	WHO	TIME FRAME	BUDGET
they benefit equally from such facilities.								
	Are there any awareness programmes or training materials covering parenting responsibilities? If there are, are they gender sensitive?		Training programmes and attendance registers.	DAPP and MOH ZAPSO held some campaigns in the district	Awareness enhanced	ZAPSO DAPP Council	August 2014 to December 2015	
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 council? 50%	Collect and analyse baseline data against which progress in achieving targets will be monitored.	There are increased cases in the district.	Awareness meetings	reports	Police Women affairs. Traditional leaders.	August 2014 to December 2015	
		Integrated approaches, including cross sector structures with the aim of reducing current levels of gender based violence, by half by 2015.						
Public awareness campaigns								
To educate communities to challenge and eradicate gender based violence.	How has the Council participated in awareness campaigns in the past? Has the council	Introduce and support gender sensitisation and public awareness programmes aimed at changing	Increased participation by 30%	Awareness campaigns Meetings	Reports and minutes	Police, Gvt departments Council	Ongoing	

STRATEGIC OBJECTIVE/ OUTCOME	BASELINE	SADC PROTOCOL TARGET - 2015	INDICATORS	ACTIONS	OUTPUT	WHO	TIME FRAME	BUDGET
	actively participated and promote the 16 Days Campaign in the past? YES	behaviour and eradicating GBV in all sectors of society.						
		Ensure the inclusion of men in all gender related activities including gender training and community mobilisation.	Increased mobilisation and participation and trainings	Public awareness meetings. Joining of Civic organisation like padare/ musasa/ wag	Minutes, Reports and registers	Council, Police, Government departments and NGOs	August 2014 to December 2015.	
Response								
To implement actions that are effective in responding to GBV in your council	What is the state of street lighting in the council? NO	Accessible, effective and responsive police, prosecutorial, health, social welfare and other service to redress cases of gender based violence.	decreased GBV incidences by installing street lights	To install 10 street lights	Signed contracts, Receipts. Install lights.	Council and Public Works department and Ministry of Transport	August 2014 to December 2015	
	Are any of the police stations within the council equipped (private room, female officers etc) to deal with cases of GBV?	Specialised facilities, including support mechanisms for survivors of gender based violence.	To lobby for increase in facilities and support.	Lobbying and awareness campaigns	Reports and minutes	Police, council and government departs.	By January 2015 to December 2015.	
	YES police stations within the council equipped (private room, female officers etc) to deal	Community sensitisation programmes regarding available services and resources for survivors of gender	Increased sensitisation programmes	Holding sensitisation meetings Counselling by gender focal persons.	Reports.	Council NGOs, government departs and police.	August 2014 to December 2015.	

STRATEGIC OBJECTIVE/ OUTCOME	BASELINE	SADC PROTOCOL TARGET - 2015	INDICATORS	ACTIONS	OUTPUT	WHO	TIME FRAME	BUDGET
	with cases of GBV	based violence.						
		Establish special counselling services, legal and police units to provide dedicated and sensitive services to survivors of gender-based violence.	strengthened legal services to reduced GBV cases.	To hold meetings with police VFU department	Minutes and reports	Police, Council and Civic organisations	August 2014 to December 2015.	
Support								
To implement a plan and actions that supports survivors of GBV	How many places of safety and care are there within the Police, Social services department and traditional leaders.	Provide specialised facilities, including support mechanisms for survivors of gender-based violence.	Increased number of the facilities for the survivors of GBV	Refurbishment of the existing facilities	Works reports	Council, government departments and Police.	From April 2015 to December 2015.	
	How many counselling facilities are there within the council (3) Police Social services department and Ministry of Health		Increased number of counselling facilities from 3 to 5	Funding for the construction of new facilities.	Counselling facilities	Council, Police and government departments	July 2015 to December 2015	
	What publications and information exists on where to get help, and how is this being disseminated currently? Publications come		Increased number of publications of IEC (Information Education and Communication materials)	Support stationary. with	Printed IEC materials	Ministry of Women Affairs, Health and Police.	April 2015 to December 2015.	

STRATEGIC OBJECTIVE/ OUTCOME	BASELINE	SADC PROTOCOL TARGET - 2015	INDICATORS	ACTIONS	OUTPUT	WHO	TIME FRAME	BUDGET
	from the Ministry of Women Affairs, Health and Police							
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? There is a multi-sector committee for addressing GBV in the local council	Integrated approaches, including cross sector structures with the aim of reducing current levels of gender based violence, by half by 2015.	increased integrated approaches and support the multi sector committee by 10%	To hold regular multi sector committee meetings.	Meetings and reports	Council Police Government departments and NGOs	July 2015 to December 2015.	
Budget allocation								
To ensure that Councils commit budget and resources to addressing GBV	Is there a budget line for addressing GBV in the Council? No budget exists in council		To produce a budget to address the situation of GBV	Consultation meetings to come up with budget	Approved budget	Council	August 2014 to December 2015	
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.		To conduct evaluation meetings	Reports	Council	August 2014 to December 2015	
Best practices								
To showcase best practices to end GBV			To support anti gender based violence groups					
EMPLOYMENT PRACTICES AND ENVIRONMENT								
To increase the representation of women employed in the council.	What steps have been taken to prioritise gender equity in	At least 50% of decision-making positions in the public and private	Number of Trained staff	In house training Enrolment in colleges Writing O levels	Certificates Results slips	Council HR department	By 2018	

STRATEGIC OBJECTIVE/ OUTCOME	BASELINE	SADC PROTOCOL TARGET - 2015	INDICATORS	ACTIONS	OUTPUT	WHO	TIME FRAME	BUDGET
	performance plans? Staff development	sectors are held by women including the use of affirmative action measures.						
	What are the current gender statistics of employees in the municipality? What % men and women occupy management positions – what is the breakdown per department? 28% women Nil women in management positions Finance 10 HR 1	Review, amend and enact laws and policies that ensure women and men have equal access to wage employment in all sectors of the economy.	Increase in women in higher Positions	Enrolment Staff development	Certificates Interviews	HR department Council	On going up to 2018	
	Who is responsible for ensuring that targets are met? Is this included in their contract? HR AND Hods		Increase in Women Employees Acquisition of certificates	Interviews to include women Encouraging female employees to upgrade	Interview minutes Certificates and results slips	HR	By 2018	
	Has any work been done in this area? yes		Staff development No of people on training	People upgrading themselves	Trained staff and results slips	HR		
	Have the unions been approached? Yes		Letters minutes	Writing letter Meetings	Letters Meetings	HR		
Selection and recruitment								

STRATEGIC OBJECTIVE/ OUTCOME	BASELINE	SADC PROTOCOL TARGET - 2015	INDICATORS	ACTIONS	OUTPUT	WHO	TIME FRAME	BUDGET
To ensure that the recruitment and selection process offers equal opportunity to women.	What kind of employment equity plan is in existence? All Candidates with required qualification are considered for jobs	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.	All people with requisite qualification will be considered for available jobs	Invitation of women candidates to interviews Staff development	Minutes Reports Results	Hr		
	What are the targets for ensuring women's equal representation at all levels? To increase number of women		Increase in %age of women in council	Staff development Invitation of qualified women to interviews	School/college results Minutes letters	HR	By 2018	
	Has gender been incorporated into policies and processes? Yes	Eradication of occupational segregation and all forms of employment discrimination.	The strategic plan document	Implementing the strategic plan	Gender awareness Increase in women participation	Council and management	By 2018	
	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	Levels of remuneration of employees	Job evaluation	Salary scales	Council management, Unions	By 2018	
	What is the policy on maternity leave? Labour relations act	Enact and enforce legislative measures prohibiting the dismissal or denial of recruitment on the grounds of pregnancy or maternity leave.	Women are given maternity leave as per labour relations act	Approve maternity leave forms	Forms of maternity leave	Management	ongoing	
Capacity building								

STRATEGIC OBJECTIVE/ OUTCOME	BASELINE	SADC PROTOCOL TARGET - 2015	INDICATORS	ACTIONS	OUTPUT	WHO	TIME FRAME	BUDGET
To ensure that training is done to educate all employees and community groups on gender	What training has already been done? Gender mainstreaming(COE)	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.	Number of Trainings held	Attend more trainings	Training reports	Council	Ongoing	
Work conditions and environment								
To facilitate women's equal participation in the workplace by providing support for parents because parenting responsibilities have continue to be the main responsibility of women.	What childcare facilities are currently available? Early learning Centres	Provide protection benefits for women and men during maternity and paternity leave.	Early learning centres Enrolment at those centres	Allowing breastfeeding employees to go to breastfeeding	Job satisfaction	management	Ongoing	
	Is there any such arrangement currently?	Conduct time use studies by 2015 and adopt policy measures to ease the burden of the multiple roles played by women.						
	Has this issue ever been addressed? How?							
	Are there any such programmes?							
	What crèche facilities exist?							
Address issues of sexual harassment in the council.	Is there a sexual harassment policy in existence? not yet in place	Enact legislative provisions adopt and implement policies, strategies and programmes that define and prohibit sexual harassment in all spheres, and	Policy document in place	Creation of policy document	Policy document Minutes Resolutions	Council and Management NGOs Gvt depts.	June 2015	
	What kind of safety measures are in place currently? Continual use of labour act		Reduced cases of sexual harassment	Creation of the harassment policy document	Policy document Minutes Resolutions	Council and Management	June 2015	

STRATEGIC OBJECTIVE/ OUTCOME	BASELINE	SADC PROTOCOL TARGET - 2015	INDICATORS	ACTIONS	OUTPUT	WHO	TIME FRAME	BUDGET
		provide deterrent sanctions for perpetrators of sexual harassment.						
GENDER MANAGEMENT SYSTEM								
Gender structures								
To establish structures that constitute the gender machinery and to ensure that they have the authority to carry out their work and to obtain the commitment of all managers.	Has any work been done in the establishment of structures? Appointment of gender focal person	Establish and strengthen structures to enhance gender mainstreaming.	Presence of gender focal person	Sending the GFP for training	Training reports minutes	Council and management	Ongoing	
	Is there a committee in Council responsible for gender? Not yet		Committee established	Formation of gender committees	Committee formed Minutes of meetings to create the committee	Council and management Women affairs	Dec 2014	
Has a gender technical task team: comprising the GFP has been formed? No	Minutes of deliberation to form the task team		Convening of meetings to form the technical task team	Task team in place	DAs and Council	Dec 2014		
Have gender focal points been established in all departments? Have TOR been drafted? Our council does not need GFPs in all departments because of size No TORs drafted	Presence of GFP TORs drafted		Creation of drafts for TORs	Terms of reference	Council and Management			
	Has gender been written into the performance		Performance contract	Signing of performance contract between CEO and	Signed contracts	Council and management	Dec 2014	

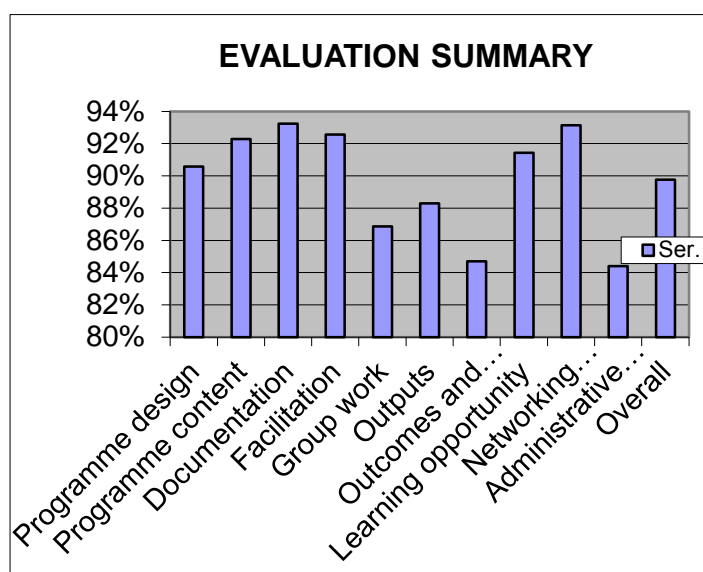
STRATEGIC OBJECTIVE/ OUTCOME	BASELINE	SADC PROTOCOL TARGET - 2015	INDICATORS	ACTIONS	OUTPUT	WHO	TIME FRAME	BUDGET
	agreements of senior managers and GFP? Yes			council ,CEO and senior managers				
	Is the GMS known, has it been publicised? No		Increased publicity of the GMS	Use of SMS platform Notices	Awareness of the community on GMS issues	Council and Management	Dec 2014	
Budget, monitoring and evaluation								
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? No	Ensure gender sensitive and responsive budgeting at the micro and macro levels, including tracking, monitoring and evaluation.	Reports disaggregated by sex	Keeping records with disaggregated data	Disaggregated Reports	Management	ongoing	
To ensure that resources are being allocated to gender priorities.	Are there direct or budget allocations for advancing gender equality? No budget allocations	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.	Creation of Budgets	Budget consultations	Budget	Finance dept and Community Council	Up to 2018	
	Do women and men benefit equally from budget allocations? Yes		Approved Budgets	Implementation of the budget	Service delivery and Budget performance	Council and management	ongoing	

Annex D: Evaluation

35 Evaluations received

	1	2	3	4	5	6	7	8	9	10	Total
Programme Design						2	1	7	8	17	35
Programme Content						1	3	2	10	19	35
Documentation						1	1	5	6	21	34
Facilitation							3	3	7	22	35
Group Work				1	1	1	2	8	9	13	35
Outputs						1	5	7	8	14	35
Outcomes and Follow Up plans					1	1	7	8	6	11	34
Learning Opportunity					1	1		7	7	19	35
Network Opportunity				1			1	4	7	22	35
Administrative Arrangements					1	1		4	4	24	34

WORKSHOP EVALUATION SUMMARY		
	Evaluation area	Rating
1	Programme design	91%
2	Programme content	92%
3	Documentation	93%
4	Facilitation	93%
5	Group work	87%
6	Outputs	88%
7	Outcomes and follow up plans	85%
8	Learning opportunity	91%
9	Networking opportunity	93%
10	Administrative arrangements	84%
11	Overall	90%



Comments

Which session did you find most useful? Why?

- All.
- Ms Mandeya on GBV, well presented
- Gender Mainstreaming
- Free debate, free participation with gender sensitivity
- SADC protocol
- Networking opportunity
- Gender and Governance, Gender budgeting
- Administrative arrangements
- GBV
- Action planning
- IT as a communication tool, lower admin costs
- Conflict resolution
- Sex and Gender
- Gender and Local economic development

Which session did you find least useful? Why?

- None. All were useful.
- Networking opportunity
- Media
- Communication

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

- Apply it in the ward and council
- Conscientise men and women on gender mainstreaming at my work place
- Mainstream gender in planning, budgeting, provision of services
- Address issues to do with GBV at every community meeting
- Cascading information learnt to other council employees
- Through awareness campaigns, FDGs, meetings
- Practical application of gender issues
- Orally and written records
- Increase budget provision to support programme
- Support all gender issues

Any other comments?

- Increase number of awareness workshops on gender mainstreaming
- Good programme that focuses on gender issues and hope that it will help rectify some gender based issues that were gender blind in the council
- Cascade information to community and follow up trainings
- More workshops on gender which involve men
- It is good to have workshops of this nature
- A satisfactory workshop
- Thank Gender Links for the training and choosing our local authority
- Increased knowledge on climate change
- There is need for a variety of presenters

- It was better to write on paper issues causing conflict in councils because it is not possible to disclose the issues
- Expectations on TandS not met.