

## REPORT STAGE THREE WORKSHOP

Country: Zimbabwe

Council: Chegutu Municipality

Dates: 20-22 September 2011

Venue: Kadoma Hotel & Conference Centre



Chegutu Municipality Councillors & Staff with GL Facilitator- COE Workshop

Picture: Tapiwa Alvin Zvaraya



UCAZ



ARDCZ

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gs of the Centres of Excellence for Gender Mainstreaming in Local Government stage three workshop held from 20– 22 September 2011 at Kadoma Hotel & Conference Centre with Chegutu Municipality.

*The purpose of the programme was to;*

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

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

Over the three days, the workshop was attended by council officials and councillors, in total 27 participants (21 men and 6 women); see **Annex B** for the full workshop participants list.

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

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

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

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

In 2003, GL undertook the first comprehensive study of the impact of women in politics in Southern Africa. One of the key findings of "*Ringing up the Changes, Gender in Politics in Southern Africa*" was that local government is a sadly neglected area of the gender and governance discourse. Taking heed of this finding, GL conducted groundbreaking research in 2006/2007, *At the Coalface, Gender and Local Government* covering South Africa, Lesotho, Mauritius and Namibia.

A key finding of this study was that few practical steps have been taken to mainstream gender in this tier of government or to build the capacity of councillors to lead this process. The study has since been extended to 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.

### **Process and activities**

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

Issues covered in the programme included personal empowerment, gender and planning concepts, gender mainstreaming, sex disaggregated data and the gender management system. There were detailed sessions on some of the core local government functions, including gender responsive budgeting, gender equality in service provision, land rights and

c development and violence against women. The full  
r A.

### **Welcome and opening**

The Deputy Mayor of Chegutu Municipality Cllr Gwanzura and Gender Focal Person Ms. Mandeya welcomed everyone to the workshop. They gave introductions of councillors and staff respectively. Ms. Mandeya highlighted that it was her hope that the workshop was going to yield positive results, with the expectation being that after the 3 days, everyone would appreciate what gender was all about.



**Chegutu Municipality GFP Melania Mandeya expressing a view COE workshop** Picture: Priscilla Maposa

They thanked GL for affording them the opportunity to go on this learning experience, which they vowed they would implement in all council operations and in the community.

### **Modules**

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

### **SADC Protocol**

Participants administered the protocol quiz. On average more than half of the participants got a mark above half. They were then divided into groups and the groups came up with the following points with regards to the SADC protocol

*Work in progress to achieve targets in protocol: National and council level*

- Council is trying to empower women by recruiting females to work in the Engineering Department. In addition the security department which was previously male dominated, was recruiting female security officers.
- There is no tentative policy document in council that promotes gender mainstreaming , but management are aware of the need to have strategies towards this.
- Civic and community based organisations e.g. Batsirai Group & DAAC are imparting knowledge about HIV/AIDS and GBV to the community.
- Youth groups are promoting youth empowerment programmes.



engaged in a card swapping exercise. The intention of the gender and sex. Participants were able to differentiate roles, activities and occupations in relation to gender and sex. During this session the participants also looked at stereotypes and the following were group write ups on the messages conveyed about men and women:

- Advertisements portray women as sex symbols as most advertisers entice customers by showing visual images of women in their adverts, for example storm in a "D" cup.
- Women are associated with the private sphere, their place is said to be in the home men are regarded as public figures. E.g. 'mukadzi haafaniri kuenda pamusoro' (women should not be empowered).
- In most churches and family meetings (dare), men are decision makers and women have very little or no contribution.
- Culturally, women are expected to be subservient or submissive to the male counterparts (husbands or relatives) rendering them powerless and subject to abuse e.g. Muzukuru mukadzi, sekuru vanomenya.
- Most of the cultural practices suppress and abuse women-they are forced to marry people they do not love as appeasement (kuripa ngozi).
- Women should not ask their husbands when they suffer from STIs, it is acceptable for men to have small houses. (Bhuru rinoonekwa nemavanga aro).
- Women use their physicality to obtain favours from men e.g. Paul Matavire's song ' Basa riripano, mari haizivani' (suggesting that men control the levers of employment and as such women should submit to their sexual advances if they want to get employment).
- Men are portrayed as superior to women, often occupying most decision-making positions in the workplace, while women are subordinates. E.g. Generations: Sibusiso Dlomo owns Ezweni Communications.
- Gender stereotyping is perpetuated by the colours that are perceived to be for boys and girls e.g. blue for boys and pink for girls.

ernance  
 self-participants using group exercises on women's representation, participation and transformation. The groups engaged in song, managing to bring out the practical events that are socially hindering participation of women. Discussions included barriers to effective participation and how these can be overcome. The group perceived, the following to be some of the barriers:



**Chegutu Municipality Town Clerk (Alex Mandigo) & Mayor (Cllr Wadzingenyama) listening to group presentations- Chegutu-COE workshop. Picture: Tapiwwa Alvin Zvaraya**

### **Barriers to participation**

- Lack of knowledge/Education
- Women are jealous of each other hence they do not support each other (Pull her Down Syndrome).
- Most women in politics are regarded as people of loose morals thus they do not participate because of fear of victimisation.
- Lack of support from male counterparts deters women from participating.
- Women have to perform various gender roles.
- Social attributes, culture and traditional beliefs towards women i.e. women not born leaders.
- Lack of confidence.
- Cultural values hinder participation.
- Lack of effective strategies by women to be able to contest and win seats into council as councillors.
- Naturally women are disadvantaged in regards to participation.
- Women lack patience and time to participate especially in the political sphere.
- Men are oppressive (they do not want to be challenged by and to empower women).
- Women who enter the political sphere are subject to abuse by the men already in politics, thus women tend to shy away from participating.

The conclusion from this exercise was that such factors discourage women from participating in political decision making.

### **Transformative leadership**

Participants' defined management as the art of getting things done through other people in order to achieve organisational goals and objectives whilst leadership is the ability to influence followers. Management involves four main principles which are planning, controlling, leading

requires skills, it is not always the case that all leaders can

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>• Development</li> <li>• Transparency</li> <li>• Accountability-Visible</li> <li>• They expect leaders to be able assist them whenever they encounter problems- e.g. assist in funerals</li> <li>• Feedback (communication)</li> <li>• To be understood.</li> <li>• Empowerment.</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>• Ownership of council development initiatives.</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>• Lack of civic education on the function of local authorities leading to resistance/ criticism.</li> </ul>

**Gender policy and planning concepts**

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

*Participants defined practical gender needs as:*

- Tangible, immediate and basic needs for survival e.g. food, water provision, health, roads, fire and ambulance, refuse collection, street lighting, housing.

*Strategic gender needs were defined as:*

- Long term developmental needs that can even help develop the future generation e.g. education and training, master plans, infrastructure and recreational facilities

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

- Women were lowly represented both as councillors and as employees of council hence the need to mainstream gender in council activities.
- Women were lowly represented in top positions while men dominated top management positions.



and group exercises which ensured that the workshop was both participatory and developmental. The use of group work proved to be an effective training method. There was a lot of interaction and debate throughout the workshop. Participants were at liberty to express their views.



Mr. Gwakwakwa (Committees Clerk) making a presentation- COE workshop  
Picture: Tapiwa Alvin Zvaraya

### Outcomes

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

### Way forward

Participants agreed that the draft Gender & GBV Action Plans were going to be finalised at a given date. GL was tasked to come up with a suitable date for the finalization of the GAP before being taken to the full council for adoption.

### Closing remarks

Chegutu Municipality Mayor, Councillor Wadzingenyama . He was very thankful for the knowledge acquired on gender mainstreaming during the workshop. In addition it enlightened all the participants, taking into cognisance that the local authority was gender-blind in certain areas. The challenge was now to go and spread out the gender agenda in the community, so that they would get an understanding of the tenets of gender.



**Mr. Kamba (Director of Finance) and Sister Ndlovu developing a GAP- COE workshop**  
**Picture: Tapiwa Alvin Zvaraya**

**PROGRAMME**

**Stage 3: Council level policy and implementation workshop**

**Chegutu Municipality**

**Venue: Kadoma Hotel & Conference Centre**

**Dates: 20-22 September 2011**

DAY/TIME	ACTIVITY	WHO
<b>DAY ONE:</b>		
8:00 – 8:15	Registration	GL
8:15 – 8:30	Introductions	Chegutu Municipality
8:30 – 8:45	Opening	Mayor
8:45 – 9:15	Objectives <ul style="list-style-type: none"> <li>To provide background and agree on objectives for the workshop</li> <li>To develop guidelines of participation</li> <li>Eyes and ears</li> </ul>	GL
Key gender concepts		
9:15 – 10:15	Sex, gender and stereotypes	GL
10:15 – 10:45	<i>TEA</i>	
10:45 – 11:45	Group work on Challenging stereotypes; Internalising oppression	Group
Gender and governance		
11:45 – 13:00	Access, participation, transformation, transformative leadership: At the Coalface: Gender and Development	GL
13:00 – 14:00	<i>LUNCH</i>	
14:00 – 15:00	Report back – Debate	Group
15:00 – 15:30	Transformative leadership	GL
15:30 – 16:00	<i>TEA</i>	
16:00 – 17:00	Transformative leadership (continues)	GL
17:00	CLOSURE	
<b>DAY TWO:</b>		
8:00 – 8:30	Reflections, Eyes and ears	Group
Key gender planning concepts		
8:30 – 10:00	Practical and strategic needs	GL
	Group 1: Gender mainstreaming Group 2: Sex disaggregated data Group 3: Gender responsive budgeting Group 4: Gender equality in service provision Group 5: Gender management system	Group
10:00 – 10:30	<i>TEA</i>	

		WHO
	economy and budgets	GL
13:00 – 14:00	<i>LUNCH</i>	
14:00 – 15:00 -	Draft gender action plan framework	GL/group
15:00 – 15:30	Group 1: Governance	
15:30 – 17:00	Group 2: Gender in existing programmes: Economy, procurement, housing, transport, utilities	Group
	Group 3: Gender in existing programmes: Health, HIV and AIDS, environmental health, social development	Group
	Group 4: Employment practices and environment	Group
	Group 5: Gender management system	Group
17:00	CLOSURE	
<b>DAY THREE</b>		
8:00 – 8:30	Reflections, Eyes and ears	Group
Localising plans to end gender based violence		
8:30 – 9:30	Key GBV provisions in the SADC Protocol on Gender and Development	GL
9:30 – 10:30	GBV as a key service delivery issue	GL
10:30 – 11:00	<i>TEA</i>	GL
11:00 – 13:00	Developing a plan to end GBV	GL
13:00 – 14:00	<i>LUNCH</i>	GL
14:00 – 15:00	Communicating local GBV action plans	GL
15:00 – 15:30	<i>TEA</i>	
15:30 – 17:00	Developing messages and slogans for the campaign	GL

**Annex B: ATTENDANCE LIST**

**Event: Stage 3: Council Level Policy and Implementation workshop**

**Country: Zimbabwe**

**Venue: Kadoma Hotel & Conference Centre**

**Date: 20-22 September 2011**

NAME	SEX M/F	ORGANISATION	DESIGNATION	PHONE	FAX	E MAIL
C. Mangota	M	Chegutu Municipality	Councillor	00263772922341		<a href="mailto:chegutumunicipality@gmail.com">chegutumunicipality@gmail.com</a>
J. Hondoma	M	Chegutu Municipality	Councillor	00263775358618		<a href="mailto:joshuahondoma@gmail.com">joshuahondoma@gmail.com</a>
C. Musongo	F	Chegutu Municipality	Nurse Aide	00263775017678		
J.Matapeta	F	Chegutu Municipality	Receptionist	00263775233686		
A.Mandigo	M	Chegutu Municipality	Town Clerk	00263712432634	00263532668	<a href="mailto:alexmandigo@gmail.com">alexmandigo@gmail.com</a>
N.N Wadzingenyama	M	Chegutu Municipality	Mayor	00263712348739	00263532668	
B. Kavhai	F	Chegutu Municipality	Accountant	00263772693345		<a href="mailto:kavhaitaruinga@gmail.com">kavhaitaruinga@gmail.com</a>
M. Mandeya	F	Chegutu Municipality	Dir Housing & Community Services	00263772624296	00263532668	<a href="mailto:mandeyamelania@gmail.com">mandeyamelania@gmail.com</a>
C. Nhepera	M	Chegutu Municipality	Chief Security Officer	00263773425502		<a href="mailto:nheperac@yahoo.com">nheperac@yahoo.com</a>
E. Maregere	M	Chegutu Municipality	Internal Auditor	00263772850872		<a href="mailto:everistomaregere@gmail.com">everistomaregere@gmail.com</a>
M. Zimani	M	Chegutu Municipality	Councillor	00263773754823		
A. Kundhlande	F	Chegutu Municipality	Councillor	00263776602310		
P. Tembo	M	Chegutu Municipality	Councillor	00263772734055		
E. Ticharwa	M	Chegutu Municipality	Councillor	00263773274712		
T. Jani	M	Chegutu Municipality	Councillor	00263772943718		
S.Muziwanyara	M	Chegutu Municipality	Councillor	00263775097280		



NAME	SEX M/F	ORGANISATION	DESIGNATION	PHONE	FAX	E MAIL
L. Gwanzura	M	Chegutu Municipality	Deputy Mayor	00263776619828		
R.T Maganga	M	Chegutu Municipality	Councillor	00263773728407		
E. Dzekam	M	Chegutu Municipality	Councillor	00263772625458	00263532536	<a href="mailto:EDDZEKAI@gmail.com">EDDZEKAI@gmail.com</a>
P.K. Ndlovu	M	Chegutu Municipality	Nurse Aide	00263773170234		<a href="mailto:pkndlovu2008@gmail.com">pkndlovu2008@gmail.com</a>
D. Chimhande	M	Chegutu Municipality	Town Planner	00263772834536	00263532668	<a href="mailto:dcgchimhande@yahoo.com">dcgchimhande@yahoo.com</a>
T. Mbiriza	M	Chegutu Municipality	Councillor	00263712348777		
G. Kasamu	M	Chegutu Municipality	Human Resources Officer	00263774124766	00263532668	<a href="mailto:kasamug@yahoo.com">kasamug@yahoo.com</a>
S. Gwakwakwa	M	Chegutu Municipality	Administration Officer	00263772917791	00263532668	<a href="mailto:stephengwakwakwa@gmail.com">stephengwakwakwa@gmail.com</a>
S. Kamba	M	Chegutu Municipality	Dir. Financial Services	00263772918021	00263532668	<a href="mailto:stephenkamba@gmail.com">stephenkamba@gmail.com</a>
R.E. Murongazvombo	F	Chegutu	Ass. District Administrator	00263712628967		<a href="mailto:caseym@gmail.com">caseym@gmail.com</a>
C. Rwizi	M	President's Office	S.SO	00263772589003		Charlesrwizi356@gmail.com
P. Maposa	F	Gender Links	Country Facilitator			
T.A. Zvaraya	M	Gender Links	Intern	00263773955517		

**Attendance statistics by gender:**

<b>Females</b>	6	29
<b>Males</b>	21	71
<b>TOTAL</b>	<b>27</b>	<b>100%</b>

**Annex C: GENDER ACTION PLAN**

**CHEGUTU MUNICIPALITY GENDER AND GENDER BASED VIOLENCE ACTION PLANS**

The fields to be completed are:

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

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
<b>GENDER POLICY FRAMEWORK</b>						
Increase council's level of awareness around national, regional, international commitments that the country has made especially the SADC Protocol on Gender and Development and the National Gender Policy	Councils should have standard training on national, regional and international commitments made by the country at each induction session of new staff.	Human Resource Dept	Not Yet	<ul style="list-style-type: none"> <li>• Awareness of one's gender rights, roles and responsibilities.</li> <li>• Ability to mainstream gender issues (with gender lenses) in organisational policies.</li> </ul>	Soon after induction.	
Ensure that there is a gender policy in the council and it is implemented.	Advocate for the development and implementation of a gender policy for the council.	Management, Councillors and stakeholders	Nil	<ul style="list-style-type: none"> <li>• Policy document</li> </ul>	April 2012	
Gender issues are given a high political profile by the Council and has a political	Provide training for key councillors on gender issues to ensure that	Gender Links, Council, Ministry of	Gender Mainstreaming	<ul style="list-style-type: none"> <li>• Gender policy action plan</li> <li>• Behavioural change</li> </ul>	June 2012	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
champion	gender issues are championed by key politicians.	Women Affairs and Local Government, and local MPs	Workshop	towards gender issues		
<b>I. GOVERNANCE</b>						
<b>Representation</b>						
To increase the representation of women councillors in the next elections to ensure that the SADC target of 50% women in local government is achieved by 2015.	Ensure that there are equal numbers of women and men councillors in the council through advocating for 50/50 quota	The electorate and stakeholders.	Nil.(Council has no direct control over the people's choices)	<ul style="list-style-type: none"> <li>50/50 quota</li> </ul>	By the next election	
	Lobby that there are equal numbers of women and men in decision-making positions in council, Mayoral committee, chairs of committees etc.	Council, through stakeholder workshops	Gender Mainstreaming Workshop	<ul style="list-style-type: none"> <li>50/50 quota</li> </ul>	May 2012	
	Ensure that there is gender balance on all committees.	Council/ DA's office	Gender policy document	<ul style="list-style-type: none"> <li>Gender balance in Council Committees</li> </ul>	After the next election of Councillors	
To ensure that women are equally represented in leadership positions in the Council.	Compile and update statistics on women in leadership positions in local government including management and other committees.	Council	Human Resources and Council records	<ul style="list-style-type: none"> <li>Updated statistics</li> </ul>	October 2011	
	Encourage women to participate by mentoring and coaching them into these roles	Council	Gender Mainstreaming Workshop, Workshop manuals.	<ul style="list-style-type: none"> <li>Increased participation by women</li> </ul>	On-going.	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
To educate communities and raise awareness about the importance of women's equal representation in local councils	Raise awareness in communities on the importance of women being equally represented in local politics and the importance of voting for women.	Gender focal person, Council Community Services Department and the Ministry of Women Affairs, NGOs and Councillors	Council Community Services Programmes	<ul style="list-style-type: none"> <li>Increased participation by women</li> </ul>	On-going	
	Host sensitisation programmes and hold dialogues that address the causes of 'pull her down' syndrome to promote better understanding of this phenomenon	Gender focal person, Council Community Services Department and the Ministry of Women Affairs, NGOs and Councillors	Council Community Services Programmes	<ul style="list-style-type: none"> <li>Increased participation by women</li> </ul>	On-going	
<b>Participation</b>						
To increase participation by women because their concerns are often sidelined or overshadowed by political party concerns.	Ensure that women and men participate equally in council meetings.	Mayor	Existing Council standing orders	<ul style="list-style-type: none"> <li>Equal participation between men and women</li> </ul>	On-going	
	Network with other local, national and provincial women's caucuses.	Council, partners	Existing trainings for women through exchange visits.	<ul style="list-style-type: none"> <li>All women Councillors' participation in workshops.</li> </ul>	On-going	
To empower women councillors to articulate what are regarded as	Conduct a skills audit of women's councillors.	Council	Nil	<ul style="list-style-type: none"> <li>Skills Audit Report</li> </ul>	After next election	
	Induction programmes	Council Central	2008 induction	<ul style="list-style-type: none"> <li>Active Participation</li> </ul>	On-going	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
"women's issues."	for new councillors with follow up refresher courses.	Administration and partner organisations	programme	<ul style="list-style-type: none"> <li>by women</li> <li>Sound decision making by women</li> <li>Increased knowledge of issues by women</li> </ul>		
To empower men on gender issues and mobilise their support.	Host gender training workshops for male and female councillors and officials.	Council Central Administration and partner organisations	Council and partner organisations workshops	<ul style="list-style-type: none"> <li>Attitudes changing by men towards women</li> <li>Appreciation of women counterparts</li> </ul>	On-going	
	Host monthly gender dialogues with male councillors and officials.	Council and partners	Nil	<ul style="list-style-type: none"> <li>Appreciation of women counterparts</li> </ul>	On-going	
<b>Public participation</b>						
To ensure that women and men participate equally in community matters	Collect, disaggregate and analyse data on communities.	Council and Ward Councillors	Nil	<ul style="list-style-type: none"> <li>Aggregated statistical data</li> </ul>	May 2012	
	Encourage men to participate in public meetings and on issues that are traditionally considered to be only of concern to women.	Ward Councillors	nil	<ul style="list-style-type: none"> <li>Participation of men in traditionally women oriented duties</li> </ul>	On-going	
	Educate, inform and disseminate information in indigenous languages on issues that affect women such as utilities, payment of bills, housing opportunities, contracts and employment	Council and Ward Councillors	Ward meetings, budget consultative meetings, feedback meetings	<ul style="list-style-type: none"> <li>Increased payment of bills,</li> <li>Behavioural change</li> </ul>	On-going	



STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	opportunities and HIV and AIDS					
<b>II. PLANNING</b>						
To ensure that targeted planning and service delivery takes place in the council and women are consulted equally in policy-making processes.	Ensure targeted gender planning and service delivery takes place in the council	Council	Nil	All policy documents enshrine gender issues	June 2012	
	Ensure strategic objectives of the Council explicitly mention gender.	Council	Nil	The strategic plan mainstream gender issues	June 2012	
To ensure that women are consulted about their needs when drawing up plans for the council.	Adapt the vision and mission statement of the council to ensure that it is gender aware.	Council	Nil	The vision and mission of Council with mainstream gender issues	June 2012	
	Consult with both women and men when drawing up plans.	Council and ward Councillors	Nil	Positive participation by both men and women	On-going	
	All units and departments should include gender indicators in their business plans.	All Sections and Departments	Nil	Gender sensitive departmental reports	After the adoption of the policy document	
	Conduct surveys prior to planning to determine the needs of both women and men.	Council and partners	Nil	Survey reports	On-going	
<b>III. GENDER IN EXISTING PROGRAMMES</b>						
<b>Security and emergency services</b>						
To address issues of safety within communities that affect women	All streets should be named so that emergency services can	Council, Ministry of Local Gvt and	Previous street naming program	<ul style="list-style-type: none"> <li>Street name posts</li> </ul>	On-going	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
disproportionately especially in informal settlements.	locate women who call for assistance	residents				
To educate women and to raise awareness, especially of women-headed households in informal settlements, who suffer disproportionately as a result of fires that destroy their homes and livelihoods.	Awareness programmes that target women, on the prevention of fires. Train community members on how to prevent disasters and to handle emergencies, including first aid.	Council Dept of Fire and Ambulance, Red Cross and Council Clinics	Fire and Ambulance community awareness campaigns	<ul style="list-style-type: none"> <li>• Statistical records of campaigns carried out</li> <li>• Increased participation in fire prevention and fighting by women</li> </ul>	On-going	
<b>The economy and job creation</b>						
To facilitate equal employment opportunities because women are disproportionately affected by high levels of unemployment	The council has a local economic development plan that targets women entrepreneurs as key beneficiaries	Council, Min of Women Affairs, Min of Small and Medium Scale , Enterprises and NGOs	Nil	<ul style="list-style-type: none"> <li>• Increased women entrepreneurs</li> <li>• Records</li> </ul>	On-going	
	Ensure that women and men benefit equally from informal trading facilities in the council.	Council	Nil	<ul style="list-style-type: none"> <li>• Gender balanced entrepreneurship</li> </ul>	On-going	
To obtain sex disaggregated data on unemployment levels in local authorities	Conduct surveys, collect data and analyse it in conjunction with NGOs and CSO	Council, NGOs and CSO	Nil	<ul style="list-style-type: none"> <li>• Statistical records</li> </ul>	July 2012	
To promote equal representation of women in the tourism industry	Facilitate development and entry of women into the tourism industry e.g. Provision of land to women in the industry	Council	Nil	<ul style="list-style-type: none"> <li>• Increased tourism women entrepreneurs within Council area.</li> </ul>	December 2012	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
<b>Poverty eradication</b>						
To develop a gender sensitive strategy to address the high levels of poverty that affect mainly women especially women headed households and align it with the planning unit in the Ministry of Finance	Facilitate the implementation of income-generating activities, improve resources allocated and implement monitoring and evaluation systems Train women on project management and sustainable livelihoods and how to access CDF and network with NGOs	Council, CDF and NGOs	Nil	<ul style="list-style-type: none"> <li>Access to Constituent Development Fund by women</li> </ul>	On-going	
	Liaise with and support CBOs and NGOs already working with poor households.	Council Community Services Dept	Nil	Introduction of new programs	On-going	
<b>Business support</b>						
To promote women's participation in the business sector where they are poorly represented	Link women's small businesses with opportunities in the value chains of growth sectors.	Council, Min of SMEs and partners	Existing Linkages	Improved links	On-going	
	Encourage public and private business partnerships.	Council, Pvt and Public sector organisations	Nil	Increased Private-Public Partnership	On-going	
To empower women entrepreneurs through business skills and support	Facilitate skills development, access to information and finance, and business support for poor women.	Council and partners	Existing support systems	<ul style="list-style-type: none"> <li>Development of new projects</li> </ul>	On-going	
<b>Informal sector</b>						

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
To promote equal access to markets.	Link women to growth sectors.	Council and partners	Existing support systems	<ul style="list-style-type: none"> <li>An increase in the participation of women in the informal sector</li> </ul>	On-going	
<b>INFRASTRUCTURE</b>						
<b>Housing</b>						
STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGET/INDICATOR	WHEN	BUDGET
To promote the equal rights of women to land tenure	The council keeps sex disaggregated data on title deeds.	Housing and Central Administration	The Council does not have the data	Gender disaggregated data	September 2012	
	The council has taken steps to ensure that women benefit equally from land and housing opportunities.	Housing Committee	The Council does not have the data	Equal beneficiaries for land and Housing	2013	
To ensure that women's needs are taken into account because they are mostly affected by inadequate housing.	Identify unsatisfactory living environments and formulate recommendations for their improvement.	Housing and Central Administration	Nothing done so far	Create a particular to create a residential for the programme	2012	
<b>Water, sanitation and electricity</b>						
To ensure that women, who are disproportionately affected by inadequate service delivery, are provided with affordable access to basic services	The council has sex disaggregated data on who has access to basic services i.e. male and female headed households.	Housing Department	The council does not have the records of this.	Gender disaggregated data on who has access of basic services.	2013	
	Women are involved in the planning, management and	Environment Management	Nothing done so far	50% women and 50% men	2013	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	maintenance of these services and facilities.	ment Department				
	Ensure that women are consulted prior to the provision of services.	Environment Management Department	Nothing done so far	50% of the target are women	2013	
<b>Environmental health</b>						
To involve women, as key stewards of the environment, in environmental preservation projects or making business ventures from the environment.	Women are consulted in the management of waste.	Environment Management Department	Yes women are consulted in the management of waste; through clean up campaigns, and awareness campaigns on the importance of environmental preservation	50% increase in women representation in the Clean up campaigns	2013	
	Women and men benefit equally from business opportunities in this sector.	Environment Management Department	Yes the programme is in progress but there is need for regulation so that it is done in planning context	<i>50% increase in women participation</i>	2013	
<b>HEALTH</b>						
Ensure health facilities are accessible to women	Ensure health facilities are built to the reach of women.	Housing Department	1 Government Hospital 2 Council clinic 1 Rural District clinic 5 Private owned centres	<i>4 health centres in 12 wards</i>	2013	
<b>HIV and AIDS</b>						
<b>Prevention</b>						
To establish the gendered dimensions of HIV/AIDS and raise awareness on the	Ensure that council keeps gender disaggregated data on	Housing Department	Council has the programme for disaggregated data on HIV and AIDS	Increase public awareness and campaigns on H.IV and AIDS	2013	



STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
disease in the council.	HIV/AIDS					
	Develop gender aware HIV and AIDS public education and awareness campaign.	Housing Department	Council is engaged in HIV AIDS awareness programs	Increase public awareness and campaigns on H.IV and AIDS	2013	
To raise awareness that there is an increased risk of contracting HIV/AIDS as a result of sexual assault.	Public awareness campaigns on the links between GBV and HIV/AIDS	Housing Department	Currently there are on going campaigns on GBV and H.IV AIDS awareness	Reduction in sexual assault by 50 %.	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.	Integrate PEP into public awareness campaigns; Lobby to have PEP available in all health facilities.	Housing Department	Council is engaged in awareness campaigns which educates the public on PEP services at the local health clinic. Council also participates on International Women's Day & World AIDS day	It will be measured by the number of public awareness Meetings, workshops and reports of sexual assaults after workshops.	2013	
To educate women and men on voluntary counselling and testing which is a powerful tool for preventing the spread of HIV/AIDS.	Obtain gender disaggregated statistics on VCT. Use this to devise campaigns to encourage women and men to go for VCT.	Housing Department	Data is available through the District AIDS Action Committee Office –DAAC and council clinic	50 %awareness to the society on preventing the spread of HIV/AIDS	ONGOING	
<b>Treatment</b>						
To address the fact that women are often the last to access free treatment where this is available.	Gender disaggregated statistics on access to treatment and care; policy measures to rectify this.	Housing Department	More women have access to treatment than men, data available through DAAC and local clinic	Scaling up Treatment literacy campaigns targeting men by 35%	Ongoing	
<b>Social development</b>						
To make community and	The council keeps sex	Department	Gender disaggregated data	Gender disaggregated data	ONGOING	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
sporting facilities more accessible to women and girls and ensure that they benefit equally from such facilities.	and age disaggregated data on the use of existing facilities, e.g. retirement centres, community centres, libraries and Women, girls, men and boys benefit equally from budget allocations for sports and recreation facilities	ent of social services, Ministry of Youth	exist through DAAC and social welfare office	on the use of community and sporting facilities.		
	Design programmes to ensure that women and men benefit equally from local authority facilities, for example promoting women in traditionally male sports, e.g. Soccer and boxing.	Departm ent of Social services	Council has the programme in place	Increase Women participation in sport by 35%	ONGOING	
<b>IV. EMPLOYMENT PRACTICES AND ENVIRONMENT</b>						
To increase the representation of women employed in the council.	Adopt the SADC target of 50% women in all areas of leadership and employment by 2015. Explicitly prioritise gender equity in performance plans.	Central Administ ration	Male and female are given equal opportunities for employment as long as they meet the necessary qualifications	50% women in all areas of employment by 2015	2013	
	Address gender imbalances in departments – increase number of women employed overall as well as increase the number		We have more males in management positions	50% women in all areas of employment by 2015	2015	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	of women in senior and management positions and address the departments where the greatest imbalances exist.					
<b>Selection and recruitment</b>						
To ensure that the recruitment and selection process offers equal opportunity to women.	All job advertisements should encourage women to apply.	Central Administration	The council has the policy in place	Increase women applicants by 50%	2015	
	Selection panels should be gender balanced.	Central Administration	Council is in process to ensure gender balanced panels	Increase 50% in women panelists	Ongoing	
	Gender sensitive selection policies should apply at all time: Interviews questions and practices should not discriminate against women in any way. Experience and qualifications should both be taken into account in evaluating suitability for posts.	Central Administration	The requirement is in place	50% women in all areas of employment by 2015	2015	
<b>Career pathing</b>						
To educate and train	Council should have a	Central	Training programmes have been	Number of trainings	2013	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
women employees, who have previously been disadvantaged, by implementing capacity-building and mentoring programmes so that they may be empowered to perform their job functions and map their intended career paths	staff development plan and this should be adequately planned and budgeted for.	Administ ration	held though no statistics on attendance	conducted by service providers		
	Undertake a skills/ qualification audit and assessment of all municipal employees.	Central Administ ration	The council is engaging in the programme though it has hiccups in formulating	To ensure that employees are employed on merit not along gender lines	2013	
	Devise and implement a range of capacity-building options for employees and councillors	Central Administ ration	Train the community on gender issues	Community at large	2013	
<b>Work conditions and environment</b>						
To facilitate women's equal participation in the workplace by providing support for parents because parenting responsibilities have continue to be the main responsibility of women.	Provide and standardise paternity leave and accompany this with a programme on responsible fatherhood. Possibly consider shared maternity and paternity leave	Central Administ ration	The council does not have the policy in place	Target 50% increase in responsible fatherhood by 2020	ONGOING	
	Meetings times should take the needs of all employees into consideration and not run too late.	Central Administ ration	Standing orders in place	Meetings should finish on time at around 4.00 and participants should be gender sensitive		

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	Provide child care facilities for municipal employees.	housing	nil	Consultations towards coming up with a policy on provision of child care facilities for employees		
	Provide flexible work arrangements for parents.	Central Administration	In accordance with the Labour Act on maternity			
	Conduct awareness programmes on parenting responsibilities.	Housing	In accordance with the child protection Act, breastfeeding policy	Minor ailments treated in the community. Decreased client flow to the clinics. Improved health-seeking behaviour		
Address issues of sexual harassment in the council.	Develop and implement a sexual harassment policy (SHP).	Central Admin	nil	Consult stakeholders towards coming up with an SHP		
	Workplace education and awareness on the SHP	Central Admin	nil	Education and awareness to be done in terms of the policy to be put in place		
<b>V. GENDER MANAGEMENT SYSTEM</b>						
<b>Gender structures</b>						
To establish structures that constitute the gender machinery and to ensure that they have the authority to carry out their work and to obtain the commitment of all managers.	The council has set up a gender structure, including a gender focal person, which has a budget and is empowered to do its work.	Central Administration	The council has a gender focal person though it does not have a budget	To have a budget for Gender programmes	2013	
	Gender is written into the job descriptions and performance agreements of managers and key functionaries	Central Government	The Council does not have such policy in place	<i>To mainstream issues of gender into the job descriptions and the work plans</i>	2013	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
<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.	A share of expenditure is explicitly targeted at promoting gender equality.	Housing and Community Services and Finance Dept	No budget allocation to date has been allocated to promotion of gender equality but make contributions to the commemoration of events like IWD and 16 Days of Activism.	To have gender equality promotion budget	2013	
	Women are able to benefit equally and meaningfully from the resources allocated to mainstream projects.	Central Administration	No deliberate policy targeting equal opportunity for men and women	To achieve equal employment opportunities	2013	
	Service, employment, procurement statistics are disaggregated by sex and gender indicators have been put in place for planning and human resource management systems.	As above	As above	As above	As above	
To ensure that resources are being allocated to gender priorities.	Ensure that departments allocate resources to gender priorities.	Finance Department	As above	As above	As above	
<b>Capacity building</b>						
To ensure that training is done to educate all employees and community groups on gender	Diversity and gender training is provided for both men and women in the council, at all level and is done systematically	Housing and HR, NGOs, ZRP	Very little being done			

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



**ANNEX D: GBV Action Plan**

<b>FLAGSHIP PROJECT - ENDING GENDER BASED VIOLENCE</b>						
<b>Support</b>						
<b>STRATEGIC OBJECTIVE</b>	<b>ACTION</b>	<b>WHO</b>	<b>BASELINE</b>	<b>TARGETS/INDICATORS</b>	<b>WHEN</b>	<b>BUDGET</b>
To implement a plan and actions that supports survivors of GBV	Carry out an audit of safe houses.	Housing Dept	No safe houses in Chegutu. We refer cases to ZRP and other NGOs	Council will lobby NGOs to establish safe houses in Chegutu.	By 2013	USD
	Commit council resources to establish some safe houses.	As above				
	Establish day care centres for the elderly and children to ensure their safety.	As above				
	Ensure that women are economically empowered to reduce their vulnerability to gender violence.	Housing Dept	Council provides employment on short contracts i.e. street cleaning, drain clearing etc	Providing safe environment	By 2011-2012	USD
<b>Coordination</b>						
To ensure that efforts to address GBV are conducted in a coordinated manner	Establish multi-sector coordinating structures to tackle gender violence.	Council	Batsiranai Group and Ministry of Women Affairs and Justice For Children Trust-workshops	Community sensitisation on GBV reduction	By 2013	
	Strengthen relations with local police stations and ensure that cases of GBV are efficiently and effectively addressed.	Housing Dept, DA's Office, other	Stakeholder meetings	Establishing a coordinated approach to GBV cases in the community	By 2013	USD

		NGO's				
<b>Budget allocation</b>						
To ensure that Councils commit budget and resources to addressing GBV	Allocate budget and resources to addressing GBV	Finance and Central Admin Dept	Nothing has been done yet	Advocacy and lobbying of GBV reduction by 50% by 2015	By 2015	
<b>Monitoring and evaluation</b>						
To ensure that efforts to address GBV are monitored and evaluated	Develop a set of targets and indicators to measure progress and ensure that these are mainstreamed into development plans.	Council	Nothing has been done yet	Ensure that Chegutu Municipality participates and is instrumental in the reduction of GBV	By 2015	
<b>Prevention</b>						
Women's safety To make communities safer by planning and improving safety in public places	Conduct gender safety audits and reflect specific targets for reducing GBV.	Council	Tower light upgraded, bushy areas being cleared	Having a safer environment for the community	By 2012	
	Conduct a gender safety audit and convene an annual Women's Safety Assessment Focus Group.	Housing Committee	Nothing has been done yet	Bringing awareness to the community	By 2013	
	Work with communities to ensure that all public spaces such as parks, cemeteries, and all neighbourhoods are safe with adequate street lighting.	Housing Dept	Chegutu pastoral fraternity clean ups	Public awareness on safety, clean environment and GBV reduction	By 2012	

	Name all streets clearly so that police and other emergency services can reach residents with ease in the event of emergencies. In informal settlements each municipality to develop land marks	Housing Dept and Engineering Dept	Nothing done yet on new roads	Ease access to GBV victims by emergence services and for referral purposes.	By 2012	
	Conduct safety awareness programmes and establish a watchdog community including all community based structures e.g. community policing forums, etc.	Housing Dept	Work in progress	Community awareness of the existence of GBV	By 2013	
	Involve street hawkers in crime watchdog projects.	Central Admin Dept	Suggestion boxes, whistleblowing	Community participation against crime	By 2012	
<b>Public awareness campaigns</b>						
To educate communities to challenge and eradicate gender based violence.	In partnership with NGOs and CBOs stretch Sixteen Days of Activism campaign to a year-long campaign	Housing Dept	Nothing done yet	Achieve public awareness and participation in reduction of GBV	By 2012	
	Conduct awareness campaigns; take a high level political stance against GBV. Plan for and participate in the Sixteen Day Campaign and plan for 365 days	As above	As above	As above	As above	
	Mount high profile	Housing	Nothing done yet	Achieve safety for the public	2013	

	campaigns to reclaim areas that have become unsafe for e.g. Take Back the Night campaign to sustain the momentum.	Dept and Municipal police				
	Promote involvement of men and boys in ending gender violence.	Housing Dept	Stakeholder meetings	Achieve involvement of all stakeholders	By 2013	
	Monitor and evaluate impact of all public awareness campaigns	Housing Dept	Nothing has been done yet	Identify successes and failures and put in place strategies to rectify the same.	By 2013	
	Join the 'Making IT work for Gender Justice' initiatives such as cyber dialogues.	Human Resources	Nothing has been done yet	Sharing of information on GBV through Information technology.	By 2012	
<b>Best practices</b>						
To showcase best practices to end GBV	Collect and present best practices being done by Chegutu council to end GBV	Housing Dept	Showcased legume plantation	Reduction of GBV cases, economic development, food, reduction of poverty.	On going	
<b>Response</b>						
To implement actions that are effective in responding to GBV in your council	Ensure effective and efficient police posts.	Housing and Municipal police, and ZRP	Offer counselling services to victims of GBV and the affected.	Providing coping skills to victims and the affected	On going	
	Work with the police and communities in ensuring that cases of gender violence are reported and addressed.	As above	As above	As above	On going	

	Liaise closely with the police; ensure a private room/ victim empowerment unit at police stations; improve the services provided by the Police.	ZRP and Housing HOD and CSO	As above	As above	On going	
	Strengthen and support shelters and places of safety for survivors of gender based violence in liaison with NGOs. Facilitate the enhanced and co-ordinated provision of post-traumatic services and facilities by all stakeholders	Council and NGOs	Not yet done	Not yet done	By 2013	
	Develop and maintain an updated database of services and facilities available to survivors and victims of gender based violence. Capacitate survivors of gender violence with life skills and provide ongoing support in collaboration with various community structures.	Housing Dept ,Central Admin ,Dept Ministry of Social Services and NGOs	Work in progress	Providing coping skills to survivors and the affected.	On going	
	Encourage role modelling of survivors and victims	Housing and NGOs	Little work in progress	Achieve awareness about GBV	By 2012	



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	Strengthen family counselling services provided at victim support units and train ward committee members to provide support	Housing Dept	Council and community gathering on a night awake at the former cholera centre	Showing empathy to the affected	By Dec 2011	
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**Annex E: Messaging/ slogans/ calendar**

**Messages on GBV Slogans**

Arena for action	What needs to be communicated	Slogan	What communication tool should be used
<b>Individual</b> Abuse woman or man and child	<ul style="list-style-type: none"> <li>- Report all cases of GBV.</li> <li>- Children to Speak out against all forms of abuse</li> <li>- Men &amp; women alike to speak out and report all forms of abuse.</li> </ul>	<ul style="list-style-type: none"> <li>- Name &amp; expose them.</li> <li>- Speak out, expose all GBV.</li> </ul>	<ul style="list-style-type: none"> <li>- Banners, T-shirts</li> </ul>
<b>family /household</b> Mother, father, guardian, Parenting	<ul style="list-style-type: none"> <li>- Reinforce family unity</li> <li>- The need to respect another's individual rights.</li> </ul>	<ul style="list-style-type: none"> <li>- Unity, Love &amp; Respect.</li> </ul>	<ul style="list-style-type: none"> <li>- Banners</li> </ul>
<b>Community</b> Community  Schools Religion sports	<ul style="list-style-type: none"> <li>- Need to mobilise community to create safer places</li> <li>- Educate on forms of GBV</li> <li>- Churches to preach the gospel of peace</li> <li>- Equal access to sporting activities</li> </ul>	<ul style="list-style-type: none"> <li>- Chegutu, musha ngauchene. Musha ngauchene, Chegutu.</li> <li>- Regai dzive shiri mazai haana muto.</li> <li>- Report the abuser.</li> </ul>	<ul style="list-style-type: none"> <li>- Pamphlets</li> <li>- Print and electronic Media</li> </ul>
<b>Society</b> Political leadership  Criminal justice system Media culture	<ul style="list-style-type: none"> <li>- Stop rape, stop murder.</li> <li>- Culture should be gender sensitive.</li> </ul>	<ul style="list-style-type: none"> <li>- Mhondi imboko, ngaisungiswe.</li> </ul>	<ul style="list-style-type: none"> <li>- T-Shirt</li> <li>- Print and electronic Media</li> <li>- Road shows</li> </ul>



### EVALUATION FORM

Date: 20-22 September 2011

Venue: Kadoma Hotel & Conference Centre

#### 23 Evaluations received

	Excellent	Good	Fair	Poor	Very Poor	Total
<b>Programme Design</b>	15	7	1	0	0	<b>23</b>
<b>Programme Content</b>	7	14	2	0	0	<b>23</b>
<b>Documentation</b>	13	10	0	0	0	<b>23</b>
<b>Facilitation</b>	16	7	0	0	0	<b>23</b>
<b>Group Work</b>	4	13	6	0	0	<b>23</b>
<b>Outputs</b>	3	18	2	0	0	<b>23</b>
<b>Outcomes &amp; Follow Up plans</b>	1	16	6	0	0	<b>23</b>
<b>learning Opportunity</b>	9	11	3	0	0	<b>23</b>
<b>Network Opportunity</b>	5	14	4	0	0	<b>23</b>
<b>Administrative Arrangements</b>	5	15	3	0	0	<b>23</b>

	Excellent	Good	Fair	Poor	Very Poor	Total
<b>Programme Design</b>	0.65	0.30	0.04	0.00	0.00	<b>1</b>
<b>Programme Content</b>	0.30	0.61	0.09	0.00	0.00	<b>1</b>
<b>Documentation</b>	0.57	0.43	0.00	0.00	0.00	<b>1</b>
<b>Facilitation</b>	0.70	0.30	0.00	0.00	0.00	<b>1</b>
<b>Group Work</b>	0.17	0.57	0.26	0.00	0.00	<b>1</b>
<b>Outputs</b>	0.13	0.78	0.09	0.00	0.00	<b>1</b>
<b>Outcomes &amp; Follow Up plans</b>	0.04	0.70	0.26	0.00	0.00	<b>1</b>
<b>learning Opportunity</b>	0.39	0.48	0.13	0.00	0.00	<b>1</b>
<b>Network Opportunity</b>	0.22	0.61	0.17	0.00	0.00	<b>1</b>
<b>Administrative Arrangements</b>	0.22	0.65	0.13	0.00	0.00	<b>1</b>

### COMMENTS

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

- Group work as it enhanced the participation of all attendants. Individual opinions were also expressed.
- Gender and governance session. It gave emphasis on who, where & why.
- Key gender concepts- it highlighted the gender ideology and connotations of stereotyping.

aches individuals on the importance of sharing duties at

- Key Gender concepts- they acknowledge that women have an important role to play in society.
- Transformative Leadership-leaders should be exemplary.
- Key gender concepts- the definition of "gender & sex" clearly show the difference between gender and sex.
- All the concepts were useful because they covered essential topics on gender and gender mainstreaming.

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

- Planning because, it is being practiced in our institution.
- Media literacy

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

- Through cascading gender information and issues to the other levels of the community.
- Advocating for gender issues at the grassroots structures.
- Through sensitization and campaigns, incorporating stakeholders and using the feedback meetings to sensitize the community.
- Dissemination of information to council employees through the workers' committee.
- Implementing gender issues in the workplace.
- I am going to be an ambassador in advocating for gender equity in the community.
- Will initiate the skill at the workplace as well as church organisations.
- Application of gender concepts in human resource processes.

## 4. Any other comments?

- Workshops of this nature should be held for married women, rather than single as was the case in this workshop.
- Workshops of this nature should be done with Rural District Councils as well as it will also benefit them.
- Useful programme which was very educative and empowering.
- The presenters were excellent in their conduct, leading to the success of the workshop.
- GL should target the youths in their initiatives so as to promote gender sensitive minds at a young age.
- GL should make follow up programmes to verify if gender policies have been incorporated into the council activities.
- We need to have exchange programmes with other countries so that we learn from each other and emulate their gender best practices.
- There is a need for more workshops of this nature.
- The workshop enabled us to share ideas.