



STAGE THREE WORKSHOP REPORT

Country: Swaziland
Council: Lavumisa Town Board

Dates: 26-28 July 2011
Venue: Lavumisa Hotel



Lavumisa Town Board participants doing a card exercise during their stage 3 CEO workshop at Lavumisa Hotel



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Executive Summary

This is a report on the proceedings of the Centres of Excellence for Gender Mainstreaming in Local Government stage three workshop held from 26-28 July 2011 at Lavumisa hotel with Lavumisa Town Board.

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.
- 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 at **Annex A**.

Over the three days, the workshop was attended by council officials and councillors, in total 6 participants (4 men and 2 women); see **Annex B** for the full workshop participants list.

The Gender Action Plan that the participants produced is attached at **Annex C**.

The Lavumisa Town Board Gender Based Violence Action Plan that the participants produced is attached at **Annex D**.

The GBV messages/slogans are attached at **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**.

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 "*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 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 gender and planning concepts, gender mainstreaming, SADC Protocol. There were detailed sessions on some of the core of local government functions, including gender mainstreaming, gender responsive budgeting, gender equality in service provision, land rights and urban planning, local economic development and violence against women. The full programme is attached at **Annex A**.

Welcome and opening

The workshop was opened by the Chairperson of Lavumisa Town Board Mr Matsenjwa. He welcomed and thanked GL for sponsoring and choosing the town to be sensitized on gender issues. In his remarks he said Lavumisa Town Board is a small town and very busy boarder gate in the Kingdom, such issues are very important. He said it is in his prayer that GL could also come and also sensitize more people from the communities about gender based violence, women are abused by their husbands but they are not aware that there organisations who deals with GBV." He said. He then encouraged every participant to attentively participate.

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 less 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.

Looking at the pamphlet targets the council came with the listed below priorities.

1. Align the national laws with the constitution

2. Policy mandatory quota of women representation in council
3. Encourage and Strengthen empowerment on:
 - Access to land tenure mortgages and laws
4. There should be equal access to health services and HIV/AIDS treatment

Key gender concepts

With this exercise, participants were engaged in a card swapping exercise that would help them define gender and sex; through this exercise 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:

- Women take care of children and men are described as hard labourers
- Women and girls place is in the kitchen and men are regarded role models
- In the media women are portrayed as sex objects (advertising)
- Naked women advertise men's perfumes for the media's marketing strategy
- Most of the cultural practices disadvantage women-they are not allowed to get married after the death of the husband e.g a woman is forced to have sex with the late brothers wife and become the second wife (kubamba umuti) she has to remain in that homestead forever and the in-laws are protecting the late husband's properties.
- Women are care givers, they take care of the family, the sick and at funerals they play a leading role.
- Women are regarded as prostitutes (in the Bold and the Beautiful soapy)
- Culture promotes polygamy men are allowed to have more than one wives.
- Men have no respect to their wives they treat them as minors.
- Men are hard to deal with, they always want their word to be final

Gender and governance

Module three on gender and governance saw participants doing group exercises on women's representation, participation and transformation. The groups engaged in songs, drama and managed to bring out real situations happening in councils. Discussions included barriers to effective participation and how these can be overcome. According to the group discussions, the following are the some of the barriers:

Barriers to participation

1. Lack of confidence - women do not vote women, they vote for men instead
2. Jealous and fear that voting for a woman might make her rich, and fear of exposing their names.
3. Culture makes women believe that politics is for men only.
4. The prolonged meetings from councils are a barrier to women as they cannot stay away from home in the late as a woman is expected to do all the household chores and also help children with home works.
5. Nowadays if one does not have money it becomes difficult to go for politics without capital. Women cannot go for elections for campaigns
6. Fear to request permission from husband and at the same time some men fear that the woman might have more powers financially and position.
7. Lack of knowledge or education.

The conclusion from this exercise was that such issues 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 and organising. As management requires skills, it is not always the case that all leaders can be managers.

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"> • Service delivery • Economic Development • Transparency • Accountability • Feedback • Representing community interests • Role Models- good behaviour • Problem solving 	<ul style="list-style-type: none"> • Problem solving • Come up with good solutions and new ideas for development • Active participation of community • Giving feedback 	<ul style="list-style-type: none"> • Lack of technical advice /Knowledge • Ignorance • Failure to deliver services • Lack of resources • Attitude • Corruption • Arrogance • Abusing power • Greedy • Prioritize

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.

They defined practical gender needs as:

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

Strategic gender needs were defined as:

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

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

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



Participants doing group work during the workshop.

The council rated itself using an institutional score card to measure how gender sensitive it is based on the current situation. The scorecard can be used as baseline data against which councils can measure the progress and can be used at a later

date. From the ratings that were given, the average score came out to be 32% and it was clear that there are gender imbalances in the council as the rating indicated big gaps in all areas. This implies that council was not mainstreaming gender in its activities as they are supposed to do.

Way forward

Participants resolved to organise themselves for a one day meeting to go through the document before implementing.

In conclusion, participants engaged in a significant way in all of the activities and practical work and group exercises which confirmed that the workshop was participatory. Though the group was too small but the workshop attested to be effective. There was much collaboration, debates throughout the workshop, the participants felt free to express their views.

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.
- 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 campaigns.

Closing

The Mayor Mr Mbabateni Matsenjwa thanked councillors, management and GL staff for the wonderful and educational workshop. He encouraged all the participants to implement what they have learnt and wished the facilitator a safe trip back to Mbabane

Outputs

Lavumisa Town Board Gender Management systems

ISSUES RAISED

- Issue of gender management system participants discussed that the council should have a gender officer so that issues of gender can be discussed.
- Having an action plan and policy in place
- Gender mainstreaming

The GMS automatically forms the above which is going to overlook issues of gender.

Annex A:

PROGRAMME

Stage 3: Council level policy and implementation workshop

DAY/TIME	ACTIVITY	WHO
DAY ONE: 26 July 2011		
8:00 – 8:30	Registration	
8:30 – 8:45	Opening	
8:45 – 9:15	Introductions and objectives <ul style="list-style-type: none"> • To provide background and agree on objectives for the workshop • To develop guidelines of participation • Eyes and ears 	
Key gender concepts		
9:15 – 10:15	Sex, gender and stereotypes	
10:15 – 10:45	TEA	
10:45 – 11:45	Group work on Challenging stereotypes; Internalising oppression	
Gender and governance		
11:45 – 13:00	Access, participation, transformation, transformative leadership: At the Coalface: Gender and Development	
13:00 – 14:00	LUNCH	
14:00 – 15:00	Report back - Debate	
15:00 – 15:30	Transformative leadership	
15:30 – 16:00	TEA	
16:00 – 17:00	Transformative leadership (continues)	
17:00	CLOSURE	
DAY TWO: 27 July 2011		
8:00 – 8:30	Reflections, Eyes and ears	
Key gender planning concepts		
8:30 – 10:00	Practical and strategic needs	
	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	
10:00 – 10:30	TEA	
10:30 – 12:00	Gender, the economy and budgets	
12:00 – 13:00	Making IT work for you – Setting up an email account	
13:00 – 14:00	LUNCH	
14:00 – 15:00 -	Making IT work for you – Setting up an email account	
15:00 – 15:30	TEA	
15:30 – 17:00	Draft gender action plan framework	
	Group 1: Governance	
	Group 2: Gender in existing programmes: Economy, procurement, housing, transport, utilities	

DAY/TIME	ACTIVITY	WHO
	Group 3: Gender in existing programmes: Health, HIV and AIDS, environmental health, social development	
	Group 4: Employment practices and environment	
	Group 5: Gender management system	
17:00	CLOSURE	
DAY THREE: 28 July 2011		
8:00 – 8:30	Reflections, Eyes and ears	
Localising plans to end gender based violence		
8:30 – 9:30	Key GBV provisions in the SADC Protocol on Gender and Development	
9:30 – 10:30	GBV as a key service delivery issue	
10:30 – 11:00	TEA	
11:00 – 13:00	Developing a plan to end GBV	
13:00 – 14:00	LUNCH	
14:00 – 15:00	Communicating local GBV action plans	
15:00 – 15:30	TEA	
15:30 – 17:00	Developing messages and slogans for the campaign	
17:00	CLOSURE	

Annex B:

**Stage 3: Council level policy and implementation workshop
Lavumisa Town Board
Venue: Lavumisa Hotel
Dates: 26 July 2011**

NAME	Sex M/F	ORGANISATION / MUNICIPALITY	DESIGNATION	PHONE	FAX	E MAIL
George B. Zulu	M	Lavumisa Town Board	Councillor	0026876156565	N/A	N/A
Mbabateni Matsenjwa	M	Lavumisa Town Board	Chairperson	0026876233192	N/A	N/A
Theodora Dlamini	F	Lavumisa Town Board	Accountant	0026876129602	23046204	ltb@swazi.net
Manzi Mthupha	M	Lavumisa Town Board	Town Clerk	0026876057800	23046204	ltb@swazi.net
Thobile Jele	F	Lavumisa Town Board	Programme Manager (AMICAALL)	0026876123753	23046204	thobilejele@amicaall.co.sz
Ndoda V. Matsebula	M	Lavumisa Town Board	Councillor	0026876258906	N/A	victormatsebula@yemail.com

Attendance statistics by gender

Females	2	33.3%
Males	4	66.7%
TOTAL	6	100%

Stage 3: Council level policy and implementation workshop
Lavumisa Town Board
Venue: Lavumisa Hotel
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NAME	Sex M/F	ORGANISATION / MUNICIPALITY	DESIGNATION	PHONE	FAX	E MAIL
George B. Zulu	M	Lavumisa Town Board	Councillor	0026876156565	N/A	N/A
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Lavumisa Town Board
Venue: Lavumisa Hotel
Dates: 28 July 2011

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George B. Zulu	M	Lavumisa Town Board	Councillor	0026876156565	N/A	N/A
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Attendance statistics by gender

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Annex C

GENDER AND GENDER BASED VIOLENCE ACTION PLAN FOR ROLL OUT IN LOCAL COUNCILS – LAVUMISA

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
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	Councils should have standard training on national, regional and international commitments made by the country at each induction session of new staff.	C.E.O Gender Unit G.Committee G.Links	Train staff on gender issues.	The number of well capacitated staff on gender issues.	2012	
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.	Council Gender Unit G.Links	Develop gender policy	Gender Policy document will be in place.	2012	

Gender issues are given a high political profile by the Council and has a political champion	Provide training for key councillors on gender issues to ensure that gender issues are championed by key politicians.	C.E.O G.Committee G. Links	Councillors are trained on gender issues.	Councillors are well capacitated on gender issues.	2012	E3 000.00
I. GOVERNANCE						
Representation						
To increase the representation of women councillors in the next elections to ensure that the SADC target of 50% women in local government is achieved by 2015.	Ensure that there are equal numbers of women and men councillors in the council through advocating for 50/50 quota	E.B.C Council MHUD	Advocate for 50/50 quote.	Equal number of women and men councillors in the council.	2014	
	Lobby that there are equal numbers of women and men in decision-making positions in council, Mayoral committee, chairs of committees etc.	E.B.C Council MHUD	Advocate for equal representation in decision making position in Council	Equal number of women and men in decision making position in Council.	2014	
	Ensure that there is gender balance on all community committees.	Council G.Committee	Sensitize Community on importance of gender balance among the committees.	Committees will be gender balanced.	2014	
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 Management G.Committee	Advocate for equal representation of women.	Number of women represented in all position in local government and committees	2014	
	Encourage women to participate by mentoring	Council Management	Sensitize and organise workshops or women	The number of women represented in leadership	2014	E5 000.00

	and coaching them into these roles	G.Committee	forums	position.		
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.	Council MHUD G.Committee	Conduct awareness i.e. road shows, pamphlets. community meetings etc	The number of women elected in the local council.	2013	E5 000.00
	Host sensitisation programmes and hold dialogues that address the causes of 'pull her down' syndrome to promote better understanding of this phenomenon	Council, G.Committees MHUD	Hold community meetings, distribute pamphlets if possible hold radio programmes discouraging PHD	Number of women represented in local council.	2013	E5 000.00
Participation						
To increase participation by women because their concerns are often side-lined or overshadowed by political party concerns.	Ensure that women and men participate equally in council meetings.	Council G.Committee	Build self-esteem and capacitated women on issues of council	Number of women who actively participate in council meetings	2014	
	Ensure that women have an influence on decisions taken by the council.	Council G.Committee	Empower and build confidence on women	The number of women concern implemented	2014	
	Network with other local, national and provincial women's caucuses.	Council SWALGA	Network with regional and national women forums.	Number of forums/meetings attended by women	2014	
To empower women councillors to articulate what are regarded as	Conduct a skills audit of women's councillors.	Council SWALGA	Compile a skill audit of women councillor.	Number of women empowered on women issues.	2014	
	Induction programmes for new councillors with	Council MHUD	Prepare induction programmes for new	Number of women councillors empowered on	2014	E10 000.00

"women's issues."	follow up refresher courses.	SWALGA	councillors	"women issues"		
To empower men on gender issues and mobilise their support.	Host gender training workshops for male and female councillors and officials.	Council MHUD SWALGA	Prepare training manual on gender issues.	Disaggregated number of people trained.	2013	E5 000.00
	Host monthly gender dialogues with male councillors and officials.	Council MHUD SWALGA	Prepare monthly manual on gender issues.	The number of trained men, councillors and officials		E1 000.00
Public participation						
To ensure that women and men participate equally in community matters	Collect, disaggregate and analyse data on communities.	Council G.Committee	Organise community meetings and workshops.	Disaggregated number of people trained.	2013	E5 000.00
	Encourage men to participate in public meetings and on issues that are traditionally considered to be only of concern to women.	Council G.Committee	Organise men's forum	The number of men trained on traditional issues considered to be only of concern to women	2013	
	Educate, inform and disseminate information in indigenous languages on issues that affect women such as utilities, payment of bills, housing opportunities, contracts and employment opportunities and HIV and AIDS	Council Amicaall MHUD	Organise forums. Workshop.	Disaggregated number of people trained.	2013	

11. PLANNING	ACTION	WHO	BASELINE	TARGETS/INDICATORS	WHEN	BUDGET
To ensure that targeted planning and service delivery takes place in the council women are consulted equally in policy-making processes.	Ensure targeted gender planning and service delivery takes place in the council	Council G.Committee Council	Capacitate women on gender planning and service.	Number of women consulted in policy making processes	2014	
	Ensure strategic objectives of the Council explicitly mention gender.	C.E.O G.Committee Council	Educate women on strategic objectives of the Council	Number of service delivered in the council and disaggregated number of women consulted in policy making process	2014	
	Ensure that there are gender indicators in all plans.	C.E.O G.Committee Council	Draw up gender indicators in plans	Policy will be in place	2014	
	Information is collected from women about their constraints, opportunities, incentives and needs and women are consulted in the drawing up of plans and policies.	C.E.O G.Committee Council	Conduct survey on women needs and consult them in drawing their plans and policies	Report on women constraints including their plans and have policy will be in place	2014	
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.	C.E.O Council G.Committee	Organise workshop to draft vision and mission statement of Council to ensure that it is gender aware.	Vision and mission statement of council will be in place.	2014	E10 000.00

	Consult with both women and men when drawing up plans.	C.E.O Council G.Committee	Invite women and men and engage in consultative meeting for drawing up plans.	Disaggregated number of women and men involved in drawing up the plan.	2014	E2 000.00
	All units and departments should include gender indicators in their business plans.	C.E.O G.Committee	Establish gender indicators in business plans.	Number of units that have gender indicators in their business plans.	2014	
	Conduct surveys prior to planning to determine the needs of both women and men.	C.E.O G.Committee	Conduct assessment to determine needs of both women and men	Segregated report on the needs of both women and men	2014	
	Councils should administer customer satisfaction surveys that are disaggregated and analysed according to gender.	C.E.O G.Committee Council	Conduct a survey	Increase number of customers satisfied segregated by gender.	2014	
III. GENDER IN EXISTING PROGRAMMES						
Security and emergency services						
To address issues of safety within communities that affect women disproportionately especially in informal settlements.	All streets should be named so that emergency services can locate women who call for assistance	C.E.O Council MHUD Rate Payers	Call for submission of street names from residents.	All streets have names for ease of location in case of emergency.	On going	
	Establish community policing posts	C.E.O Council R.S.P	There are community police and a Police Station in the local council. Police conduct patrols	Less number of crimes reported.	On going	
To educate women and to raise awareness, especially of women-headed households in informal settlements, who suffer	Awareness programmes that target women, on the prevention of fires. Train community members on how to	C.E.O G.Committee Disaster focal person	The Town does attend issues on disaster management conducted by Disaster Tusk Team. The community will be	The number of people trained and the establishment disaster management committee	on going	

disproportionately as a result of fires that destroy their homes and livelihoods.	prevent disasters and to handle emergencies, including first aid.		capacitated on disaster management.			
The economy and job creation						
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	C.E.O G.Committee G.Links G.Unit	Draft policy on LED	Number of women employed would be increased and number of women owning businesses	on going	
	Ensure that women and men benefit equally from informal trading facilities in the council.	C.E.O G.Committee Council	Draft policy benefiting men and women equally from informal trading.	Disaggregated number people benefiting from informal trading	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	C.E.O G. committee Council	There is no data for unemployment.	Disaggregated Number of people employed	2013	
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	C.E.O G.Committee Council	Conduct workshops and awareness programmes.	Number of men and women involved in industry	2013	E 2000-00
Procurement						
To ensure that women benefit equally from the procurement process which they have historically been excluded from.	The council has a procurement policy that sets a target for increasing the number and value of contracts received by women.	C.E.O Council	There is a policy in place	Disaggregated number of women benefitting from the procurement.	Ongoing-2013	
	Implement and monitor quotas for women for the awarding of council contracts	C.E.O Council	Review Procurement policy for award of council contract.	Disaggregated number of women awarded contracts.	2013	
Poverty eradication						

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	C.E.O G.Committee Amicaall	Draft training policy and train women on income generating projects.	Number of men and women involved in projects	2013	
	Liaise with and support CBOs and NGOs already working with poor households.	C.E.O Amicaall G.Committee	Conduct training and produce manuals.	Increased number of households benefitting		
Business support						
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.	C.E.O G.Committee Council SEDCO	Empower women on opportunities in the value chains of growth sectors.	Disaggregated number of women in the business sector.	2013	
	Encourage public and private business partnerships.	C.E.O Council G.Committee SEDCO	Conduct workshops on PPP's	Disaggregated number of women on PPP's	2013	
To empower women entrepreneurs through business skills and support	Facilitate skills development, access to information and finance, and business support for poor women.	C.E.O Council G.Committee SEDCO	Conduct skills audit	Increased number of empowered women entrepreneurs through business skills.	2013	
Informal sector						
To promote equal access to markets.	Link women to growth sectors.	C.E.O G.Committee Council	Create awareness and conduct workshops, road shows on access to market	Increased number of women who access market	On going	

IV. EMPLOYMENT PRACTICES AND ENVIRONMENT						
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.	Council/ Town Clerk	15% management and 50% men and women in the staff.	50% in leadership positions and employees	2013	
	Address gender imbalances in departments – increase number of women employed overall as well as increase the number of women in senior and management positions and address the departments where the greatest imbalances exist.	Town Clerk	Gender imbalance exist in the departments but there are 2 women in senior management positions	50% or gender balance in all the departments.	2013	
	Include women's targets as a non negotiable component of senior managers' contract.	Town Clerk/Co uncil	Currently this is not done	Both part sharing the senior management position and it will be a non negotiable 50%	2013	
	Obtain buy-in and support of the unions for increased gender equity in the employment profile of the council.	Council/ Town Clerk	Currently it is not a problem to have one part in the council but the women seem to be aware of gender equity	A 50% of both men and women in the council and municipal employees	2013	
Selection and recruitment						
To ensure that the recruitment and selection process offers equal	All job advertisements should encourage women to apply.	Town Clerk	Currently jobs are just advertised to the public and no one is being encouraged to	Availability of women who even work in management positions, rank higher	From 2013	

opportunity to women.			apply and those women who apply do it out of their interest.	positions in the committees and even being employed as labourers		
	Selection panels should be gender balanced.	Town Clerk	It is done especially in the HIV/AIDS programme but usually the numbers are not equal it is just that even women are part of selection panels.	All Selection panels to have 50% of each part of gender.	2012 onwards	E2000.00
	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.	Council/ Town Clerk	Currently there is no selection policy in place but the interviews are not discriminating any part	Availability of a gender sensitive policy	2013	E3 000.00
	Develop comprehensive employment equity plans.	Town Clerk	Currently there is no employment equity plan	Availability of comprehensive employment equity plan	2014	
	Apply job preservation policy to meet women's targets.	Council/ Town Clerk	Currently there is no job preservation policy	Availability of job preservation policy	2014	
	Incorporate gender into structure system policies and processes.	Council/ Town Clerk	Currently the Gender focal person is from the management staff.	One councillor as a gender focal officer	2013	
Career pathing						
To educate and train women employees, who have previously been disadvantaged, by implementing capacity-	Council should have a staff development plan and this should be adequately planned and budgeted for.	Council	Currently there is none	Availability of a budgeted staff development plan	2013	

building and mentoring programmes so that they may be empowered to perform their job functions and map their intended career paths	Undertake a skills/qualification audit and assessment of all municipal employees.	Town Clerk	Currently there is no skills audit assessment for municipal employees.	Implementing the staff audit assessment plan for municipal employees annually.	2015	E20 000.00
	Devise and implement a range of capacity-building options for employees and councillors	Town Clerk	Currently trainings are being organized by the ministry	Conduct trainings on different skills and be planned by the council and also to conduct refresher courses	2013	E20 000.00
	Mentoring new and councillors employees.	Town Clerk	It is being done by the Ministry for all councillors every after election and by the Town Clerk who conduct staff orientations	Town Clerk conducts orientations at all levels	2013	E3 000.00
	Provide information to councillors, CBOs and community members.	Town Clerk/Co uncil	Currently it is being done during community meetings and during council meetings	Conduct briefings to CBOs and the communities at their respective places	2013	E1 000.00
	Increase the number of learnerships available for girls.	Town Clerk	Currently there is none that is specifically for girls	Increase in learnerships for girls.	2013	
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.	Provide and standardise paternity leave and accompany this with a programme on responsible fatherhood. Possibly consider shared maternity and paternity leave	Town Clerk	Currently only women have a 3 months maternity leave	Provision of paternity leave to both parents and even to fathers and educational sessions to fathers about positive fatherhood	2012	E3 000.00
	Meetings times should take the needs of all employees into consideration and not run too late.	Council/ Town Clerk	Meetings are conducted during normal working hours	No change in meeting times	2012	

	Provide child care facilities for municipal employees.	Town Clerk/Co uncil	Currently there are none except for the ECCD by the HIV/AIDS programme	Availability of child care centres	2014	
	Provide flexible work arrangements for parents.	Town Clerk	Currently working hours are normal	Availability of flexible work policy and a paternity leave	2013	
	Conduct awareness programmes on parenting responsibilities.	Town Clerk/M APM	Currently it is done with linkage to the HIV/AIDS programmes but mostly for women	Conduct at least 2 awareness campaigns on parenting for both men and women	2013	E10 000.00
Address issues of sexual harassment in the council.	Develop and implement a sexual harassment policy (SHP).	Council/ Town Clerk	Currently there is no SHP in place and such harassment is being attended by the Lihlombe Lekukhalela	SHP policy in place	2013	
	Workplace education and awareness on the SHP	Town Clerk	Partly done with linkage to the HIV/AIDS programmes	Conduct 3 awareness campaign on Sexual Harassment to reach both men and women	2012	E10 000.00

V. GENDER MANAGEMENT SYSTEM

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.	Town Clerk's	There is no women in the current council, 15% in management and 50% staff	50% in the council and in all the departments	2013	E10 000.00
	Gender is written into the job descriptions and performance agreements of managers and key functionaries	Town Clerk	Currently there are women labourers except for casual labourers	50% in all departments	2012	

Budget, monitoring and evaluation

To make use of	A share of expenditure	Council	Currently there is no budget	Availability of gender	2012	E15 000.00
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gender disaggregated data for monitoring and evaluation to ensure that gender equality is being strived for.	is explicitly targeted at promoting gender equality.		which is allocated to gender	disaggregated data		
	Women are able to benefit equally and meaningfully from the resources allocated to mainstream projects.	Town Clerk	Currently they are benefiting but it is not meaningfully since the resources are not specifically allocated.	Both parts; male and women benefiting equally and meaningfully from the projects.	2012	E15 000.00
	Service, employment, procurement statistics are disaggregated by sex and gender indicators have been put in place for planning and human resource management systems.	Town Clerk	Currently the council has been providing without considering gender or being gender sensitive.	Gender equality at all levels	2012	
To ensure that resources are being allocated to gender priorities.	Ensure that departments allocate resources to gender priorities.	Council	Currently there were no resources allocated specifically to gender priorities.	Gender activities being regarded as first priority	2012	
Capacity building						
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	Council/ Town Clerk	It is being done through linkage to the HIV/AIDS programme (AMICAALL)	Conduct 2 workshops for the council and the staff in two quarters yearly	From 2013 onwards	E10 000.00 annually
	Facilitate skills training for members of gender machinery.	Town clerk	Also done through linkage to the AMICAALL programme	Conduct a training once in a year and a refresher course	From 2013 onwards	E10 000.00 annually
	Liaise with service providers to provide training programmes.	Town Clerk	Done with the support of the HIV/AIDS programmes	To be done continuously	From 2012	
	Facilitate training programmes among	Council/ Board	Done in collaboration with HIV/AIDS programme and other	To be done twice in a year for Council, community	2013 onwards	E10 000.00 annually

	councillors, officials and community groups and asses impact of the training.		stakeholders	groups and officials and also to conduct an assessment of the impact of the training		
	Gender sensitivity, analysis training for both male and female councillors and officers.	Council/ Town clerk	Training done for the council/management but not for the staff.	To be done once in a year and conduct refresher courses	2012 onwards	E10 000.00 onwards
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.	Town Clerk/ MAPM	Currently this is being done through linkage to the AMICAALL programme	To be done annually	2012 onwards	
	Prepare pamphlets, advertising, posters, logo etc.	Town Clerk/M APM	Currently it is done through linkage to the AMICAALL program	To be done on a quarterly basis	2012 onwards	E3 500.00
	Engage in campaigns to raise the profile of gender e.g. Women's Day; Father's Day, Sixteen Days campaign.	Town Clerk/M APM	Campaigns are done under the HIV/AIDS programmes	Maintain the calendar and commemorate all gender specific days in the calendar and conduct random campaigns in a year	2012 onwards	E15 000.00

GENDER AND GENDER BASED VIOLENCE ACTION PLAN FOR ROLL OUT IN LOCAL COUNCILS – LAVUMISA

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?

FLAGSHIP PROJECT - ENDING GENDER BASED VIOLENCE

Support

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGET/INDICATORS	WHEN	BUDGET
To implement a plan and actions that supports survivors of GBV	Carry out an inventory of safe houses.	Town Clerk	<ul style="list-style-type: none"> Needs analysis Identify sites for the location of safe shelters 	<ul style="list-style-type: none"> Report available Sites available 	2014	E10 000.00
	Commit council resources to strength and ensure sustainability of existing places of safety and establish some in places where they do not exist.	Town Clerk/ council	Prepare Budget	Budget Available	2014	E20 000.00
	Ensure that women are economically empowered to reduce their vulnerability to gender violence.	Town Clerk	Create business opportunities and employment opportunities	Business and employment opportunities available	2014	
Coordination						
To ensure that efforts to address	Establish multi-sector coordinating structures	Town Clerk	Set up structure for the coordination of GBV Issues	Structure in place	2014	E5 000.00

GBV are conducted in a coordinated manner	to tackle gender violence. Strengthen relations with local police stations and ensure that cases of GBV are efficiently and effectively addressed.	Town clerk/ Council	Set up regular meetings with police and other stakeholders	<ul style="list-style-type: none"> A standing committee in place Minutes available 	2014	E10 000.00
<i>Budget allocation</i>						
To ensure that Councils commit budget and resources to addressing GBV	Allocate budget and resources to addressing GBV	Town Clerk/ Council	Commit resources; financial, human and other resources for addressing GBV	Resources committed	2014	E25 000.00
<i>Monitoring and evaluation</i>						
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.	Town Clerk/Council	Developing mechanism for monitoring and evaluation	Results on monitoring and evaluation available	2015	E5 000.00
Prevention						
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.	Town Clerk/Council	<ul style="list-style-type: none"> Identify inventory of all safety measures Prepare and implement a safety plan for public places 	<ul style="list-style-type: none"> Inventory in place Safe public places 	2013	E15 000.00
	Conduct a gender safety audit and convene an annual Women's Safety Assessment Focus Group.	Town Clerk	<ul style="list-style-type: none"> Carry out an audit Establish Women's focus group 	<ul style="list-style-type: none"> Audit Report Focus group in place Annual meetings held 	2013	E15 000.00
	Work with communities to ensure that all public spaces such as parks, cemeteries, and all	Council/Town Clerk	<ul style="list-style-type: none"> Inventory of unlit places Prepare a budget for procurement and fixing lighting facilities 	<ul style="list-style-type: none"> List of public places unlit Public places lit 	2012	E100 000.00

	neighbourhoods are safe with adequate street lighting.					
	Develop and implement a lighting master plan for the council, plan-maintenance must be in place-monitoring mechanisms and turnaround time	Council/Town Clerk	<ul style="list-style-type: none"> Prepare a lighting and maintenance master plan Develop monitoring mechanisms 	<ul style="list-style-type: none"> Master plan available Monitoring mechanism in place 	2012	E3 000.00
	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	Council	<ul style="list-style-type: none"> Generate an inventory of unnamed streets and missing street name tags Reinstall street name tags 	<ul style="list-style-type: none"> Streets names status inventory exists All streets labelled 	2013	E15 000.00
	Conduct safety awareness programmes and establish a watch-dog community including all community based structures e.g. community policing forums, etc.	Clerk to Council	Set up community policing structures	Community policing structures in place	2012	E15 000.00
	Involve street vendors in crime watchdog projects.	Council/Town Clerk	<ul style="list-style-type: none"> Mobilise vendors Set up structure for vendors Include vendors in community policing structure 	Structure in place	2013	E3 000.00
<i>Public awareness campaigns</i>						
To educate	In partnership with	Town Clerk	<ul style="list-style-type: none"> Mobilise communities in 	<ul style="list-style-type: none"> Communities mobilised 	2012	E10 000.00

communities to challenge and eradicate gender based violence.	NGOs and CBOs stretch Sixteen Days of Activism campaign to a year-long campaign		<p>conjunction with AMICAALL structures</p> <ul style="list-style-type: none"> Team up with relevant NGOs and CBOs 	<ul style="list-style-type: none"> Task force in place 		
	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	Town Clerk	Prepare work plan to carry out the campaigns	Campaigns on going	2012	E10 000.00
	Mount high profile campaigns to reclaim areas that have become unsafe e.g. Take Back the Night campaign to sustain the momentum.	Town Clerk	<ul style="list-style-type: none"> Mobilise relevant stakeholders Coordinate and work in conjunction with the RSP Plan and market the campaigns 	<ul style="list-style-type: none"> Stakeholders involved Campaign successfully held 	2012	E10 000.00
	Promote involvement of men and boys in ending gender violence.	Town Clerk	Mobilise community action groups through the AMICAALL programmes	Men & boys involved in curbing GBV	2013	E5 000.00
	Monitor and evaluate impact of all public awareness campaigns	Genderlinks	Use relevant tool for M & E	M & E done	2013	
<i>Best practices</i>						
To showcase best practices to end GBV	Collect and present best practices being done by councils to end GBV	Council	Collect best practices report and prepare reports	Best practices available and incorporated	2014	
Response						
To implement actions that are effective in responding to GBV in your council	Ensure effective and efficient police posts.	Town Clerk	Work in conjunction with police to assess and provide police posts	Police post efficiently allocated	2015	
	Liaise closely with the police; ensure a private room/ victim	Town Clerk	Develop communication strategy	Communication strategy in place	2015	

	empowerment unit at police stations; improve the services provided by the Police.					
	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.	Council/Town Clerk	Establish database of services and facilities	Database exist	2014	E15 000.00
	Strengthen family counselling services provided at victim support units and train ward committee members to provide support	Town Clerk	Develop guidelines for counselling Develop IEC materials	Guidelines developed Trained ward committee members	2015	E10 000.00

Annex F:

EVALUATION FORM

Date: 26-27 July 2011
Venue: Lavumisa Hotel

40 Evaluations received

	<u>EXCELLENT</u>	<u>GOOD</u>	<u>FAIR</u>	<u>POOR</u>	<u>VERY POOR</u>
1. PROGRAMME DESIGN	20	18	2	0	0
2. PROGRAMME CONTENT	19	15	6	0	0
3. DOCUMENTATION	16	22	2	0	0
4. FACILITATION	22	17	1	0	
5. GROUP WORK	12	22	6	0	0
6. OUTPUTS	5	15	2	0	0
7. OUTCOMES AND FOLLOW UP PLANS	16	15	9	0	0
8. LEARNING OPPORTUNITY	21	14	4	1	0
9. NETWORKING OPPORTUNITY	12	12	7	0	1
10. ADMINISTRATIVE ARRANGEMENTS	30	6	4	0	0

COMMENTS

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

- The SADC Protocol session. It was the first time to learn about the protocol
- Gender and governance session- women are now being considered as decision makers
- Key gender concepts-activity based
- Key gender concepts- because we participated and it made us to differentiate between sex and gender.
- Gender and Governance –practical issues which can be applied back home
- Transformative Leadership-enable me to realise the power dynamics in the home and at the workplace
- Transformative Leadership-I was not aware of the difference between management and leadership and I will work towards improving my leadership skills.
- Transformative leadership because most of the people did not know what constitutes a good leader i.e. honesty, transparency and accountability.
- Gender and budgeting-because now i know the council budget should accommodate the different needs of both men and women
- GAP- as a council we did not have one. This is essential for the big organisation like ours at least 11000 employees
- Developing GAP- because it is planning for the city and it helped us to set our council targets
- Developing GAP –was new to me hence I appreciated it so much
- SADC Protocol by 2015-because we are in 2011,we have not even achieved 20%, am not sure if we will make it

- Developing GAP-puts into context issue of gender and how it affects the organisation

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

- Key Gender Concepts because I covered them in other courses before.

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

- Through cascading to the other levels of the community
- Advocating for gender issues at the grassroots structures
- Will be gender sensitive at the work place and now appreciate how it is critical to the organisation
- Will revisit departmental plans and see if gender issues are considered
- Through consultation and participation in various situations
- Will share the information with others.
- Being a manager I will apply some of the aspects of gender in my division
- Ensure gender sensitive policies in council
- Through consultation, feedback and engagement with all stakeholders
- I will co-ordinate gender equality in my ward and try to implement the Gender Action Plan in the council
- Will give feedback to other health workers
- By formulating policies in line with gender balancing and conscientising various stakeholders at various fora
- Through socialisation of family, staff supervision, appointments and promotions and during distribution of all commodities and allocation of land.
- I am recommending that we need a media literacy workshop for women leaders.
- Review our recruitment policy
- Facilitation and implementation
- Setting up a small community gender committee to implement gender initiatives
- During budgeting process will consider gender dimensions

4. Any other comments?

- GL should not only assist us in coming up with the GAP but should continue assisting us in the implementation stage- we need to continue engaging as partners
- GL to follow up on the GAP and ensure council takes it seriously
- Useful programme which was participatory
- There is need for feedback and to plan for an evaluation workshop with city of Harare
- This was an excellent programme which was highly participatory
- More GL staff is needed so that we can always be able to get in touch with them ,and also invite them to our wards when we host ward meetings
- Such workshops must be held occasionally
- May the good lord bless you
- Everything was well organised especially like the idea of the manual which enabled us to cover all activities without omission and also enabled us to take all data in one volume without having to write a lot.
- The session was good and we needed more time to ventilate all other components in the document ,maybe 4 days
- Monitoring and evaluation mechanisms are key to the success of the programme. There are no clear mechanisms in place, it will be difficult for the council to continue without guidance from GL
- Gender issues should be taken up seriously at all levels e.g. schools, work place to the government level.

- More GL staff needed- it was too much for one person to facilitate for 3 days,
- Some of the participants need more workshops of this nature so as to result in a change of behaviour
- The presenter kept cool and humble , even if at times some of the people would just interrupt
- As this workshop was about transforming the mindset it's a process not an event therefore more workshops are needed in order to keep the momentum.
- A unique workshop involving all councillors and officials- good platform to deliberate on certain issues