

REPORT

CENTRES OF EXCELLENCE STAGE THREE WORKSHOP

Country: Mauritius
Council: Curepipe Municipal Council

Dates: 7 & 8 September 2010
Venue: Municipal Multi Purpose Complex
Les Casernes



Figure 1: Mary Coopan facilitating group on Council's Gender Action Plan



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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 on 7&8 September 2010 at Municipal Multi Purpose Complex ,Les Casernes with the Council

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

Over the two days, the workshop was attended by a range of council officials and representatives of organisations; in total 11 participants (2 men and 7 women); see **Annex B** for the full workshop participants list.

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

The Draft Council Gender Based Violence Action Plan that the participants produced is attached at **Annex D**.

The GBV messages/slogans/posters and calendar are attached at **Annex E**.

The participants evaluated the workshop as having been an 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 nine 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 2007, GL embarked on a study in Mauritius on women's representation and participation in local government to assess the conditions necessary to increase the representation of women in local government in Southern Africa, and to ensure their effective participation.

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. Curepipe won the 1st prize in the Prevention category. 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 and support to address issues of gender across all spheres.

Process and activities

The 2 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, including gender mainstreaming, sex disaggregated data and the gender management system. There were detailed sessions on some of the core of local government functions, including 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 GL country facilitator welcomed everyone and also thanked everyone for having taken their time off to be part of the programme. She highlighted the importance of this workshop for the council and for the personal development of the participants but she regretted the absence of councillors.

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 did the protocol quiz and on average most people failed to get all the answers correct. They were then divided into groups and the groups came up with the following points with regards to the SADC protocol

Work already done to achieve targets in protocol:

- Economic empowerment of women especially in entrepreneurship .
- Awareness campaign of HIV/AIDS and treatment of substance abusers.
- Equal access of both girls and boys to education.
- Legal and constitutional rights guaranteed.
-

How the targets in the protocol be included in the work of Curepipe council:

- Male councillors should encourage women to enter the local elections
- A high level official should be responsible of the Gender portfolio.
- Council in collaboration with specialized agencies should intensify campaign on HIV/AIDS and drug abuse.
- Council should continue work for prevention of GBV by providing safe environment and leisure to the citizens

Popularization of the SADC Protocol as a council:

- Organize more workshops for all associations of the town
- Display and distribute the pamphlets in all the municipal infrastructure for example kindergartens, social centres, children's playgrounds and library.
- Put the SADC protocol Gender and Development on Council's website
- Play the CD continuously in the cyber café.



Figure 2: Group discussion on stereotypes

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:

Observations:

- Man is still considered as the head of the house even if both spouses are working.
- Women are viewed as sex objects.
- Priority for the man is work and his leisure and for the woman house - keeping and caring for family.

- Some work which was traditionally reserved for men is now being done by women such as bus conductors, masons, taxi drivers etc.

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 role play 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 some of the barriers:

Barriers to participation

- Cultural barriers such as: it is not for women to be in the front
- Priority for women is housekeeping and caring for the children and elderly.
- Socialisation of the girl.
- The way politics is done for example campaign on lorries and canvassing in the evening.
- Mothers and mothers in law do not encourage women to enter politics.
- Politics still considered as Men's privileged arenas.
-

These were some of the ways which were noted as ways to enhance effective participation

- Political leaders should enlist more women for local elections.
- Male councillors should encourage women to enter politics.
- Women councillors should train other women.
- The work of the councillor should be more communicated.



Figure 3: Participant reporting on barriers to participation of women in politics

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

Transformative leadership

What do communities expect from their leaders	How can communities contribute to good leadership	What are problems associated with leadership
Commitment to their work Honesty Results oriented Give good examples to others Impartial Knowledgeable	Participate in activities of the Council Recognise good work Gives support to new initiatives Follow and give feedback	Lack of support Lack of resources Lack of knowledge Resistance to change Lack of communication Negative criticism Limited resources to meet expectations

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:

- Deals with limited range of issues
- Relate to basic needs
- Addresses immediate need

Strategic gender needs were defined as:

- Addresses long term needs
- Deals with a wider range of issues
- Leads to transformation and capacity building

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

- Women lowly represented both as councillors and as employees of councils
- Women lowly represented in decision making positions

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 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 engaged in a very meaningful way in all of the activities and practical work and group exercises which ensured that the workshop was participatory. The use of group work proved to be an effective training method. There was much interaction, debates throughout the workshop, the participants felt free to express their views. Participants were ready to continue the work through the 16 Days campaign.

Remarks: The participants present were very deceived by the absence of council members.

Outputs

- Curepipe Council Gender and GBV Action Plan.

Annex A

PROGRAMME

DAY/TIME	ACTIVITY	WHO
DAY ONE:		
8:45 – 9:15	Registration	
9:15 – 9:30	Opening	
9:30 – 9:45	Introductions and objectives <ul style="list-style-type: none"> - To provide background and agree on objectives for the workshop - Expectations from participants - To develop guidelines of participation - Eyes and Ears 	
Key gender concepts		
9:45 – 10:30	<ul style="list-style-type: none"> - Sex, gender and stereotypes - Group work on stereotypes 	
10:30 – 10:45	TEA	
SADC Protocol on Gender and Development		
10:45 – 12:00	<ul style="list-style-type: none"> - Quiz - DVD - Plenary discussions (questions) - Group work – popularising the Protocol 	
12:00 – 12:30	LUNCH	
Gender and governance		
12:30 – 14:30	<ul style="list-style-type: none"> - Access, participation - Group work (role plays) - At the Coalface DVD 	
14:30 – 14:45	TEA	
Transformative Leadership		
14:30 – 16:00	<ul style="list-style-type: none"> - Power v/s Powerlessness - Leadership, management and transformation - Leadership qualities 	
CLOSURE		
DAY TWO:		
9:00 - 9:15	- Reflections, Eyes and ears	
Key gender planning concepts		
9: 15 – 10:20	<ul style="list-style-type: none"> - Practical and strategic needs (group work) - Gender mainstreaming - Sex disaggregated data 	
10:30 – 10:45	TEA	
Gender, the economy and budgets		
10:45 – 12:00	<ul style="list-style-type: none"> - Gender and the economy - Gender responsive budgeting - Participatory budgeting - Gender management systems 	
12:00 – 12:30	LUNCH	
	- Key Gender issues in local Government	

DAY/TIME	ACTIVITY	WHO
12:30 – 14:30	- Developing a Gender Action Plan.	
	- Group 1: Governance: Representation, participation, communication, planning.	
	- Group 2: Gender in existing programmes: Economy, informal sector, procurement, housing, transport.	
	- Group 3: Gender in existing programmes: Health, HIV and AIDS, environmental health, education, social development.	
	- Group 4: Employment practices and environment: working conditions.	
	- Group 5: Gender management system: gender structures, budgets, monitoring and evaluation, capacity building.	
14.30 – 14:45	TEA	
14:45 – 16:00	- Communicating the Council's GBV action plan	
	- The 16 days campaign	
	CLOSURE	

Annex B:**Event: Stage 3: Council Level Policy and Implementation workshop****Country: Mauritius****Venue: Municipal Multi Purpose Complex, Les Casernes****Date: 7 & 8 September 2010**

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Linda Penel	F	A	Member	7752592		
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Attendance statistics by gender:

Females	9	
Males	2	
TOTAL	11	

Annex C:

GENDER AND GENDER BASED VIOLENCE ACTION PLAN FOR CUREPIPE COUNCIL

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.	Council	Training/Workshops	Council,	By 2011	
	Setting of Gender Committee, Employ Focal Person and set counselling and liaison office.	Council	Gender focal person	All the three in place	By 2011	
Ensure that there is 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.	CEO, Council	Gender workshop Links	Policy document	By December 2010	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
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.	Gender Committee	Gender Committee	Implementable resolutions	Ongoing	
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	All political parties	One lady councillor	Four lady councillors by next election	2011	
	Lobby that there are equal numbers of women and men in decision-making positions in council e.g chairs of committees	Councillors	One lady councillor	Equal chance to women councillors to chair committees	Ongoing	
	Ensure that there is gender balance on all community committees.	Councillor	Gender sensitive community organisation	50-50% representation in all organisations	Ongoing	
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, CEO and others in those positions	Women Senior Librarian and Deputy Financial Manager	Increase women managers. Creation of a Gender Focal person	By 2011	
	Encourage women to participate by mentoring and coaching them into these roles					
To educate communities and raise awareness about the importance of women's equal	Raise awareness in communities on the importance of women being equally represented in local	Gender Focal Person Gender Links		Increased women representation Reduced gbvs	Ongoing	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
representation in local councils	politics and the importance of voting for women.					
	Host sensitisation programmes and hold dialogues that address the causes of 'pull her down' syndrome to promote better understanding of this phenomenon	Council/Gender Links				
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.	Mayor	The lady councillor	The lady councillor to become chair committees	2011	
	Ensure that women have an influence on decisions taken by the council.	Mayor	Council	More participation of women councillors	2011	
	Network with other local, national and provincial women's caucuses.	Council		Active participation in all instances	On going	
To empower women councillors to articulate what are regarded as "women's issues."	Conduct a skills audit of women's councillors.	Council/GLinks	Women councillors involvement in council	Audit of skills	Ongoing	
	Induction programmes for new councillors with follow up refresher courses.	Council/GL		Consider the lady councillor's views to make final decision on issues that affect women	Ongoing	
To empower men on gender issues and mobilise their support.	Host gender training workshops for male and female councillors and officials.	Council	Gender links workshop	To have more workshops. Visit best practices	By December 2011	
	Host monthly gender dialogues with male councillors and officials.					

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
Public participation						
To ensure that women and men participate equally in community matters	Collect, disaggregate and analyse data on communities.					
	Encourage men to participate in public meetings and on issues that are traditionally considered to be only of concern to women.	Management and Councillors	Assistant gender focal person who is male	Community committees	Mid 2011	
	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	Councillors and Management	DAAC, GBV Committees, Admin Manager, Gender focal persons, existing ward focal persons	20 community meetings	By mid 2011	
II. PLANNING						
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	Gender committee	Gender Committee and Gender focal persons	Gender based plans	2011 budget	
	Ensure strategic objectives of the Council explicitly mention gender.	Council	Strategic plans and current gender action plan	Review strategic plan via participatory approach	New strategic plan by 2011	
	Ensure that there are gender indicators in all plans.	Gender committee	Gender committee and focal persons	Review all other plans to incorporate gender issues	By end 2012	
	Information is collected from women about their constraints, opportunities, incentives and needs and women are	Focal Persons	Focal Persons	Information incorporation in plans. Comparative statistics available	Dec 2011	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	consulted in the drawing up of plans and policies.					
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.	Chief Executive Officer	Current mission statement	Reviewed mission statement	December 2010	
	Consult with both women and men when drawing up plans.	Mayor/CEO	Current plans	Review	2011	
	All units and departments should include gender indicators in their business plans.	HODs	Focal persons	Review of Current business plans and Keeping statistics	April 2012	
	Conduct surveys prior to planning to determine the needs of both women and men.	Focal Persons	Gender links baseline data	Gender statistical data and community's needs assessment reports eg Strategic plans	Dec 2012	
	Councils should administer customer satisfaction surveys that are disaggregated and analysed according to gender.	HOD	Nil	To come up with survey forms	BY 2011	
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	Council	Most streets named	More road name signs	By 2011	
	Establish community policing posts				Dec 2011	
To educate women and to raise awareness, especially of women-headed households in informal settlements, who	Awareness programmes that target women, on the prevention of fires. Train community members on	Council/Fire Services	Procedures already in existence	Ensure communities are informed of procedures	Ongoing	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
suffer disproportionately as a result of fires that destroy their homes and livelihoods.	how to prevent disasters and to handle emergencies, including first aid.					
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	Council	Mission statement	To ensure participation of women entrepreneurs of the town	On going	
	Ensure that women and men benefit equally from informal trading facilities in the council.	Council	Informal sector facilities	50 – 50 representation	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					
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					
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.	Council	The small percentage of women who have benefited from allocations	Organised women groups participating in various projects and programs	By June 2014	
	Implement and monitor quotas for women for the awarding of council contracts					
Poverty eradication						

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
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					
	Liaise with and support CBOs and NGOs already working with poor households.	Council/Ministry of Social Integration	NGOs already in the area and few organised community groups	Decrease number of poor in the locality	By July 2012	
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.	Council	Small number of women operating businesses. Women empowerment groups existing	Increased allocations of business stands to women. Identify three resource groups	By June 2012	
	Encourage public and private business partnerships.	Council	Existing PPP projects	Extend 30% of the next PPP to women players	June 2013	
To empower women entrepreneurs through business skills and support	Facilitate skills development, access to information and finance, and business support for poor women.	Council/Ministry of Gender Equality	Training centres and facilities available	More Trained women entrepreneurs	By Dec 2012	
Informal sector						
To promote equal access to markets.	Link women to growth sectors.	Council	Women empowerment groups, National Womenr Entrepreneur	Brochures and information disseminating pamphlets	By June 2013	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
			Council			
	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.	Council	Community gender focal persons.	Observation of days of activism and commemoration	As and when observance takes place nationally and internationally	
INFRASTRUCTURE						
Housing						
To promote the equal right of women to housing	Data base to capture marital status including customary marriage. All transactions on property to be inclusive.					
To ensure that women's needs are taken into account because they are mostly affected by inadequate housing.	Disseminate information on housing issues	Council Ministry of Housing and Lands	Lack of information	Increase awareness	On going	
Water, sanitation and electricity						
To ensure constant water supply to the community	Provide Sufficient water to all communities	Ministry of Public Utilities				
To ensure proper disposal and management of liquid waste	Mobilise financial resources to upgrade sewage treatment	Ministry of Public				

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
Ensure availability of power supply	works Women are involved in the planning, management and maintenance of these services and facilities.	Utilities		Social engineering education		
	Ensure that women are consulted prior to the provision of services. Engage Power Supply Authority for networking Subdivision permits to include power supply infrastructure provision	Ministry of Public Utilities				
Environmental health						
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.	Council	Refuse bins being sold to households	All households to purchase refuse bins	2011	
	Women and men benefit equally from business opportunities in this sector.					
HEALTH						
Ensure health facilities are accessible to women	Fully established maternity facility	Ministry of Health				
HIV and AIDS						
Prevention						
To establish the gendered dimensions of HIV/AIDS and raise awareness on the disease in the council.	Ensure that council keeps gender disaggregated data on HIV/AIDS	Council/Min of Health	National Aids Secretariat	Workplace awareness workshops	As soon as possible	5,000
	Develop gender aware HIV and AIDS public education and	Council/Min of Health	NGO's and NAS	Workshops to be held	On going	10,000

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	awareness campaign.					
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.	Council	All hospitals already apply PEP	Inform community of the available services	2011	
Treatment						
	.					
Social development						
To make community and sporting facilities more accessible to women and girls and ensure that they benefit equally from such facilities.	The council keeps sex and age disaggregated data on the use of existing facilities, e.g. community centres, libraries and Women, girls, men and boys benefit equally from budget allocations for sports and recreation facilities	Council	Social centres ,sports grounds and children's playgrounds	Provide basic necessities to cater for all disciplines and accessible to both sexes equally.	On going	
	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.	As above	As above	As above	As above	
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	Local Government Commission	Women employed in council	All new vacancies and those falling vacant to be targeted for women in order to reduce the difference gap between	2015	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	plans.			men and women		
	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.	As above	Two women out of six senior management position	As above	As above	
	Obtain buy-in and support of the unions for increased gender equity in the employment profile of the council.	As above	Existing workers unions	Awareness programmes	2015	
Selection and recruitment						
To ensure that the recruitment and selection process offers equal opportunity to women.	All job advertisements should encourage women to apply.eg employment agency, advert to specifically indicate women to apply	LGSC	Women part of interview panel	To increase the no of women on the interview panel to 50% Women need to be educated to appreciate the success of other women Interview questions and practices not to discriminate against women	On going	
	Selection panels should be gender balanced.	As above	As above	As above		

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	Gender sensitive selection policies should apply at all time: Experience and qualifications should both be taken into account in evaluating suitability for posts.	As above	Applying gender policies in all recruitments	As above		
	Develop comprehensive employment equity plans.	As above	As above			
	Incorporate gender into structure system policies and processes.	As above				
Career pathing						
To educate and train 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	Council should have a staff development plan and this should be adequately planned and budgeted for.	Council	Training policy already in place	Continuous Training for employees	2010	25000
	Devise and implement a range of capacity-building options for employees and councillors Undertake skills /qualification audit and assessment of all employees	council	As above	Empowered workforce and policy makers	2015	
	Mentoring new councillors and employees.	Council/Ministry of Local Government	As above	As above	2015	
	Provide information to councillors, CBOs and community members.	Council/Ministry of Local Government	As above	As above	2015	
Work conditions and environment						

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
To facilitate women's equal participation in the workplace.	Provide and standardise paternity leave and accompany this with a programme on responsible fatherhood. Possibly consider shared maternity and paternity leave	Human resources dept	Maternity leave policy already in place	Both men and women to be able to go on paternity leave when either of their spouses is due	2011	
	Provide child care facilities for municipal employees.	Council	Breast feeding hour as per labour regulations compliance	Provide work flexible arrangements for parents	2012	
	Conduct awareness programmes on parenting responsibilities.	Council		All employees informed		
Address issues of sexual harassment in the council.	Develop and implement a sexual harassment policy (SHP).	Council	Existing legislation	Education and awareness creation of what constitutes sexual harassment	2015	
	Workplace education and awareness on the SHP					
V. GENDER MANAGEMENT SYSTEM						
Gender structures						
To establish structures that constitute the gender machinery and to ensure that they have the authority to carry out their work and to obtain the commitment of all managers.	Set up a gender structure, including a gender focal person, which has a budget and is empowered to do its work.	Council		Gender is written into job descriptions and performance agreements of managers and key functionaries	2011	
Budget, monitoring and evaluation						
To make use of gender disaggregated data for monitoring and evaluation to	A share of expenditure is explicitly targeted at promoting gender equality.	Council	Improve on existing budgets	Women are able to benefit from resources allocated to main stream	2011	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
ensure that gender equality is being strived for.				projects		
	Service, employment, procurement statistics are disaggregated by sex and gender indicators to be put in place for planning and human resource management systems.	Council	Existing statistics and documentation	Gender indicators for planning, gender responsive budget	By 2011	
To ensure that resources are being allocated to gender priorities.	Ensure that departments allocate resources to gender priorities.	Council	Existing budget of Council	Gender responsive budgets	2011	
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	Existing gender training program	Continuous training	2011	
	Facilitate skills training for members of gender machinery.	Council/GL,M in of gender Equality		Empowered gender machinery	On going	
	Liaise with service providers to provide training programmes.	Council				
	Facilitate training programmes among councillors, officials and community groups and assess impact of the training.	Council/GL	Existing Gender training program	Councillors,officials and citizens empowered	On going	
	Gender sensitivity, analysis training for both male and female councillors and officers.	Council/GL				
To raise awareness on gender		Council				

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
issues and challenge the belief that gender is a "women's issue".	Engage in campaigns to raise the profile of gender e.g. Women's Day; woman's month Father's Day, Sixteen Days campaign.	Council	Working with ministry of gender and community dev on gender programmes and pamphlets, advertising, posters, logo etc	Compile a calendar of special days gender and campaigns	2011	50,000

Annex D:

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
FLAGSHIP PROJECT - ENDING GENDER BASED VIOLENCE						
Prevention						US\$
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		To reach 20% by ward awareness campaign	2011	
	Conduct a gender safety audit and convene BI-annual Women's Safety Assessment Focus Group.	Council/	Monthly reports from police, Ministry of gender, Shelters, Victim Support etc	To	2011	
	Work with communities to ensure that all public spaces such as parks, cemeteries, and all neighbourhoods are safe with adequate street lighting.	Council	Provision of lighting 80%	To increase by 20%	2011	
	Develop and implement a lighting master plan for the council, plan-maintenance must be in place-monitoring mechanisms and turnaround time	Council	Work effected by Town Engineer's department	To increase by 20%	2011	
	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	90% streets named	100%	2011	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	Conduct safety awareness programmes and establish a watch-dog community including all community based structures e.g. community policing forums, etc.	Council/Police	Existing Community policing	To increase community policing forums	2010	
	Involve street vendors in crime watch					
Public awareness campaigns						
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	Council	Existing program	More involvement of the partners	2010	
	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	Mayor and CEO	Structure already existing	To approach political leaders	2011	
	Mount high profile campaigns to reclaim areas that have become unsafe for e.g. Take Back the Night campaign to sustain the momentum.	Mayor	Already in place	To maximise the involvement of all stakeholders in the campaign	2010	
	Promote involvement of men and boys in ending gender violence.	Council	Men as Partners programme of the Ministry of gender Equality	To integrate the program	On going	
	Monitor and evaluate impact of all public awareness campaigns	Council	Response of community	Council to lead the programme	2010	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	Join the 'Making IT work for Gender Justice' initiatives such as cyber dialogues.	Council/NGO's Glinks	16 days program including cyber dialogues	Council to be involved 100%	2011	
Best practices						
To showcase best practices to end GBV	Collect and present best practices being done by councils to end GBV	Council	GBV practises exists but are not documented	The council should collect as many practises as they can for showcasing.	2010	
Response						
To implement actions that are effective in responding to GBV in your council	Ensure effective and efficient police posts.	Council/Police	There are 2 police posts	Intensify awareness on role of community police posts.	2010	
	Work with the police and communities in ensuring that cases of gender violence are reported and addressed.	Council	There are no statistics on GBV in the council	Create Database of services and facilities available in the districts	2011	
	Liaise closely with the police; ensure a private room/ victim empowerment unit at police stations; improve the services provided by the Police.	Council	All police posts have a private space for victim on GBV	<ul style="list-style-type: none"> All police stations to have victim support units Awareness raised in communities on these facilities More cases of GBV reported and dealt with 	Immediately	
	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	Council	There is a Shelter for Women and children in Distress under the aegis of the Ministry of Gender Equality	Provide one building or piece of land in the district for NGO's or CBOs who deal with GBV to provide shelter and safety for survivors of GBV	2012	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	by all stakeholders					
	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	There is no such database at present.	Database of services and facilities developed as services are established	immediately	
	Encourage role modelling of survivors and victims	Council	No modelling is being done at present.	Identify role models Number of role models Number of I stories.	2011	
	Strengthen family counselling services provided at victim support units and train ward committee members to provide support					
Support						
To implement a plan and actions that supports survivors of GBV	Carry out an audit of safe houses.	Council	No audit carried out	Carry out audit	Feb 2011	
	Commit council resources to strength and ensure sustainability of existing places of safety and establish some in places where they do not exist.	Council/Ministry of Gender Equality	The council has not established places of safety and has not committed resources to supporting survivors of GBV	Provision should be made in council budget on service provision, funds should be allocated for the construction of safety shelter	2012	1 m
	Establish day care centres for the elderly to ensure their safety.	Council	No day care centres exist	Establish day care centre for the elderly people (men and	June 2013	2 m

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	Ensure that women are economically empowered to reduce their vulnerability to gender violence.	Council	council has embarked on programmes to economically empower women	women) To empower the maximum of women	Feb 2012	10,000
Coordination						
To ensure that efforts to address GBV are conducted in a coordinated manner	Establish multi-sector coordinating structures to tackle gender violence.	Council/Ministry of Gender Equality	Multi-sectorial GBV committee already in place	Council to capacitate the existing multi-sectorial GBV committee	February 2011	
	Strengthen relations with local police stations and ensure that cases of GBV are efficiently and effectively addressed.	Council	Council is represented on Community policing committee but GBV not specifically addressed.	The council to strengthen its relations with other stakeholders through quarterly meetings.	2010	
Budget allocation						
To ensure that Councils commit budget and resources to addressing GBV	Allocate budget and resources to addressing GBV	Council	Funds have been earmarked for Gender issues	To include GBV activities in the budget	2010	50,000
Monitoring and evaluation						
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/GL	Monitoring and evaluation tools in place.	To capacitate the focal person and GBV committee with monitoring and evaluation skills.	June 2012	20,000

Annex E:

Messages on GBV Slogans

Arena for action	What need to be communicated	Slogan	What communication tool should be used
Individual Abuse woman or man	<ul style="list-style-type: none"> - Victim To speak out - Parents to be more responsible - 	<ul style="list-style-type: none"> - stop violence promote family union/value - say no to family violence, speak out don't shut up - All men are not abusers 	Pamphlets, flyers, campaigns ,newsletter, radio and TV stations, hotline, banners
family /household Mother, father,guardian Parenting	<ul style="list-style-type: none"> - Apply neighbourhood watch - Teaching children to protect themselves - 	<ul style="list-style-type: none"> - Encourage family values - Fathers to help children 	<ul style="list-style-type: none"> - Notices in public transport, in commercial centres, municipal infrastructure
Community Community Schools Religion sports	<ul style="list-style-type: none"> - Educate the mass on all kinds of GBV - Sex education in schools - Role of religious leaders 	<ul style="list-style-type: none"> - Protect the abused - All to say no to violence - Don't abuse children 	Posters , pamphlets, march, dramas Banners, pledge
Society Political leadership Criminal justice system Media culture	<ul style="list-style-type: none"> - formulate laws that help to stop GBV - Implement GBV policies - Media to educate people on GBV/expose GBV - address gender imbalance issues - Public to collaborate with the police 	<ul style="list-style-type: none"> - Stop abusing each other - Legislation should be more severe. 	<ul style="list-style-type: none"> - Legislation, policy document - T-shirt, campaigns demos

Annex F:

EVALUATION FORM

Date: 2010

Venue: Municipal Multi- purpose Complex, Les Casernes

9 Evaluations received

	<u>EXCELLENT</u>	<u>GOOD</u>	<u>FAIR</u>	<u>POOR</u>	<u>VERY POOR</u>
1. PROGRAMME DESIGN	4	5			
2. PROGRAMME CONTENT	7	2			
3. DOCUMENTATION	6	3			
4. FACILITATION	6	4			
5. GROUP WORK	4	5			
6. OUTPUTS	1	8			
7. OUTCOMES AND FOLLOW UP PLANS		9			
8. LEARNING OPPORTUNITY	6	3			
9. NETWORKING OPPORTUNITY	1	6	2		
10. ADMINISTRATIVE ARRANGEMENTS	4	5			

COMMENTS

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

- DVD on SADC
- 16 days' campaign

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

- None

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

- Relating to friends and members of social groups of my locality what I've learned and achieved on prevention and our rights.
- Share with my organisation
- Share with association and friends
- Dissemination of information especially gender issues
- Sensitize women through talks
- By organising talks and workshop with people in the locality
- Will give information to my association of women entrepreneurs sharing information and knowledge gained to the public

4. Any other comments?

- Need to inform more women
- Good work and congratulations
- More workshops to be organised on gender issues

