

REPORT

CONSOLIDATION WORKSHOP

Country: Zimbabwe

Council: Harare City Council

Dates: 23-24 July 2012

Venue: Kadoma Hotel and Conferencing Centre



Participants developing the GAP at the Harare COE

Photo: Cuthbert Mapuranga



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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 five workshop held on 23-24 July 2012 at the Kadoma Hotel & Conferencing Centre.

The purpose of the programme was to:

- Introduce the new modules that had been included in the new COE process i.e. HIV/AIDS & Care Work, Local Economic Development & Gender, Climate Change & Sustainable Development.
- Integrate the new modules & align the already existing action-planning framework into the new action-planning framework.

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

The workshop was attended by council officials and councillors. In total 64 participants (44 men and 20 women); see **Annex B** for the full workshop participants list.

The Harare City Council Gender and Gender Based Violence Action Plan that the participants produced is attached at **Annex C**. the Harare City Council Draft Gender Policy is attached at **Annex D**.

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

Welcome & Opening

Councillor Muzuva welcomed all the participants to the workshop, thanking GL for contributing financially towards the hosting of the workshop. He also thanked officials from Harare City Council for the gender mainstreaming programme. He urged council to keep having workshops of this nature. In addition he challenged participants to put value in the workshop.

Review of Progress on Gender Action Plan

The council reviewed the progress that had been made in advancing the Gender Action Plan since the last engagement in July 2011. The review was aided by the Harare gender scorecard by which the council was rated at the Zimbabwe Gender Justice and Local Government Summit. There has been some progress made in some areas while other areas fall short of expectations.

Making Care work Count in Local Government

Definition of Terms

Primary Care work

Participants defined care work as a voluntary service within the community or family set-up. Participants acknowledged that care work should be done by both men and women alike. However the tendency is that women do most of the caring business. This is mostly attributed to socialization. Other



Josephine Ncube, Harare City Chamber Secretary reviewing the GAP Photo: Cuthbert Mapuranga

participants had different opinions, suggesting that care work should be a responsibility for anyone with the passion to do the work. The rationale being that once a person is passionately involved they can care for someone.

Harare City Council's Care-work Initiatives

Harare City Council has taken steps to ensure that care work is done within the council. The council has community nurses trained who undertake care work as part time employees of council. Council provides them with an allowance and uniforms as an incentive. The council also has social workers who are responsible for coordinating NGOs to help care givers within the town.

Furthermore, the council offers psycho-social support services including counselling as care initiatives. They also encourage employees and the community to undergo voluntary counselling and testing. In addition, the council offers medical care at Wilkins Hospital through their social workers. The Social workers are also identifying people who need to receive care and bringing this to the attention of council. It is prudent to note that the council has a draft HIV/AIDS policy which the council is looking to adopt and put into policy.



Mr Chivavaya, Dir Housing Harare City Council explaining a point
Photo: Cuthbert Mapuranga

Way forward on HIV/AIDS and Care work

As a way forward, participants stressed out that there was a need for gender budgeting so that HIV/AIDS and care-work activities are coordinated. They reiterated that the ability to look after care givers should wrest in central government and as such councils should lobby government to remunerate social workers. In order for care work to be fully embraced, the group acknowledged the need for a comprehensive HIV/AIDS policy document whose provisions will tackle the issues surrounding care work.

Men & Care Work

In regards to men and care work, it was acknowledged that meanwhile most women undertook care work initiatives men should be seen to be doing the same. Participants cited that in developed countries most man are doing care work because it is paid work.

Gender & Local Economic Development

Definition of Terms

Local Economic Development

Participants defined Local Economic Development (LED) as a process in which partnerships between local governments, community-based groups and the private sector are established to manage existing resources to create jobs and stimulate the economy of a well-defined territory.

Harare City Council's LED Initiatives

Harare City Council is undertaking LED programmes meant to benefit the community. These include vegetable markets, community markets like Mupedzanhamo flea market and home industry stands.

In terms of land tenure, council is ensuring that housing forms are registered in both spouses' names to ensure that women are not prejudiced of land. The Housing Waiting List (HWL) of council advocates for gender disaggregated data. Harare City Council also has a housing policy which is being amended so that it becomes more gender sensitive. Participants stated that the major challenge in regards to women's attainment of land is that they lack information on the application processes for housing. The council has partnered with Legal Resources Foundation (LRF) who has been sensitizing the community on land tenure issues in a bid to promote the acquisition of land by women.

On the procurement front, the council has a procurement policy that monitors if procedural processes like transparency have been followed. It also considers the Value for Money concept.

Gender, Climate Change & Sustainable Development

Definition of Terms

Climate Change

The group defined climate change as the changes in weather patterns caused by human activity over a long period of time.

Sustainable Development

Participants defined sustainable development as development that is able to benefit the present and future generations. They reiterated that climate change and sustainable development are critical. One participant said, "The manner in which we provide services has an impact on the well-being of the stakeholder. We need to look at the future's existence by saving the environment". In addition participants affirmed that lack of sustainable development was the major contributory factor to climate change.

Harare's Climate Change and Sustainable Development Issues

The council has been encountering climate change effects particularly:

- Changing rainfall patterns.
- Higher and cooler temperatures.
- Dumping of waste (Industrial Effluent).
- Indiscriminate cutting down of trees.
- Indiscriminate burning.
- Illegal urban agriculture in wetlands.

Participants stated that council was undertaking some activities to curb the effects of climate change. In respect to industrial effluent disposal, the council's water section is inspecting the toxic waste and punishing offenders. In the same vein council has a reforestation programme running in order to replace trees so that sustainability can be achieved.

Issues were raised on the development of structures on wetlands. It is crucial to note that council has a policy on non-development of wetlands but this is conflicting with central government initiatives. Participants stated that there was a need for a synchronization of central and local government policies. They reiterated the need for high level political buy-in so as to curb the effects of climate change caused by development on wetlands.

Outputs

- Harare City Council GBV Action Plan.
- Harare City Council Draft Gender Policy.

Way forward

Participants agreed on the way forward as follows:

- Adoption of Draft Gender Policy.
- Formulation of a Gender Budgeting Policy.
- Review of Gender Action Plan in Mid-December.
- Formulation of Strategic Gender Action Plans aligned to council plans.
- COE verification process to be done by GL.



Angela Shoko presenting the Harare City Council Draft Gender Policy Photo: Cuthbert Mapuranga

Closing Remarks

In her closing remarks, Ms Josephine Ncube thanked everyone for participating. She stated that Harare City Council was bent on making Harare achieve a World Class City Status by 2025. In addition she was delighted that the workshop had seen them attain the objectives set out at the beginning of the workshop. she was particularly chuffed by the participatory approaches used by participants, going further to explain that "once you learn, you never forget".

ANNEXES

Annex A: PROGRAMME

DAY/TIME	ACTIVITY	WHO
DAY ONE:		
8:00 – 8:15	Registration	Gender Links/
8:15 – 8:30	Introductions	Town Clerk
8:30 – 8:45	Opening Remarks	His Worship, The Mayor
8:45 – 9:15	Objectives <ul style="list-style-type: none"> • To provide background and agree on objectives for the workshop • To develop guidelines of participation 	Gender Focal Person- Ms Ncube
Gender & HIV/AIDS & Care Work/ Gender & Local Economic Development		
9:15 – 10:15	Gender & HIV/AIDS & Care Work/ Gender & Local Economic Development	
10:15 – 10:45	Gender & HIV/AIDS & Care Work	Gender Links
10:45 – 11:45	TEA	
Gender, Climate Change & Sustainable Development		
11:45 – 13:00	Gender, Climate Change & Sustainable Development	
13:00 – 14:00	Gender, Climate Change & Sustainable Development	Gender Links
14:00 – 17:00	LUNCH	
17:00	Action Planning Framework & Draft Gender Policy	Groups
DAY TWO:		
8:00 – 09:00	Action Planning Framework & Draft Gender Policy	Groups
09:00 – 13:00	Group Presentations	Group
13:00 – 14:00	Lunch	
14:00 -15:30	Gender Budgeting-ZWRCN	
15:30- 16:00	Closing Remarks	Group/Harare

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Statistics by Gender

Male	44	73.3%
Female	20	26.7%
Total	64	100%

Annex C: ACTION PLAN

HARARE CITY COUNCIL GENDER PLANNING FRAMEWORK

The fields to be completed are:

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

STRATEGIC OBJECTIVE/ OUTCOME	BASELINE	SADC PROTOCOL TARGET - 2015	INDICATORS	ACTIONS	OUTPUT	WHO	TIME FRAME	BUDGET
GENDER POLICY FRAMEWORK								
Increase council’s level of awareness around national, regional, international commitments that the country has made especially	<i>What is the current level of awareness?</i> 100%	Laws and policies are accompanied by public awareness campaigns to demonstrate link between equal representation	Departmental focal persons were appointed. All Councillors, Senior officials and	Training of councillors and officials on national, regional and international commitments made by the country at each induction session of new staff.	Draft Gender Policy is now in place.	HCD, Chamber Sec	31 st Dec 2011 Target achieved	

STRATEGIC OBJECTIVE/ OUTCOME	BASELINE	SADC PROTOCOL TARGET - 2015	INDICATORS	ACTIONS	OUTPUT	WHO	TIME FRAME	BUDGET
the SADC Protocol on Gender and Development and the National Gender Policy		participation of men and women to democracy, good governance and citizen participation.	representatives from wards were trained about gender issues.					
Ensure that there is a gender policy in the council and it is implemented.	<i>Has a gender policy framework been drafted and approved.</i> Draft gender Policy in place.	Laws and policies put in place to enable women to have equal opportunities with men to participate	Functional gender policy	Conduct research to inform policy development Presentation of draft Gender policy for approval	Approved Gender Policy	Chamber Secretary	By 31 December 2012	
Gender issues are given a high political profile by the Council and has a political champion	Certain identified councillors		Trained political Champions programmes	Provide training for key councillors on gender issues to ensure that gender issues are championed by key politicians.	15 trained political champions	Chamber Sec, selected councillors	October, 2012	

STRATEGIC OBJECTIVE/ OUTCOME	BASELINE	SADC PROTOCOL TARGET - 2015	INDICATORS	ACTIONS	OUTPUT	WHO	TIME FRAME	BUDGET
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.	<i>What is the % of women councillors in the municipality?</i> (9%) 5 women Councillors. Constitutional submissions through UCAZ. existing party policies	At least fifty percent of decision-making positions in public and private sectors are held by women; affirmative action measures in effect.	50% female Councillors in the next council election.	Advocate for equal numbers of women and men councillors in the council through 50/50 quota	Equal representation by men and women	Political Parties	Next Election	
To ensure that women are equally represented in leadership positions in the	<i>What proportion of women councillors are there in leadership positions in</i>	Policies, strategies, and programmes for building capacity of women to participate effectively through	Half of standing committees to be chaired by women.	Lobby that there are equal numbers of women and men in decision-making positions in council committees ,chairs of	Equal representation by men and women	Mayor, Political Parties. UCAZ, Town	Next Election and for officials by 2015	

STRATEGIC OBJECTIVE/ OUTCOME	BASELINE	SADC PROTOCOL TARGET - 2015	INDICATORS	ACTIONS	OUTPUT	WHO	TIME FRAME	BUDGET
Council.	<i>Council, e.g. as chairs of committees?</i> No female chairpersons of committees. Council Officials Grade 1 to Grade 4 - 6% women	leadership and gender sensitivity training and mentoring.	50% women chairpersons of Committees 50% women officials to be appointed	committees and council officials leadership		Clerk/Council		
To educate communities and raise awareness about the importance of equal representation in local councils	<i>Has there been a 50/50 campaign or any other awareness raising on women's equal participation?</i> Nil	Legislative measures and public awareness campaigns to emphasise that women's representation and participation are an important component of democracy and good governance.	Equal participation of men and women in governance issues	To produce and raise awareness on Gender policy through campaigns	Well informed communities who appreciate the importance of equal representation.	TC, CS, Councillors, Ward focal persons / Council.	Nov to December 2012.	

STRATEGIC OBJECTIVE/ OUTCOME	BASELINE	SADC PROTOCOL TARGET - 2015	INDICATORS	ACTIONS	OUTPUT	WHO	TIME FRAME	BUDGET
Political participation								
To increase participation by women because their concerns are often side-lined or overshadowed by political party concerns.	<i>Is there a multi party women's caucus?</i>	Policies, strategies and programmes for the establishment and strengthening of structures to enhance gender mainstreaming.						
	<i>Has any networking been done with other women's caucuses?</i> WILGF		Attend all meetings of WILGF. Establish women councillors' caucus in council.	Network with other local, national and provincial women's caucuses.	Increased awareness and participation of Women in decision making.	Chamber Sec	On going	
To empower women councillors to advocate for gender equality	<i>Has there been a skills audit? What kinds of skills exist?</i> None	Policies, strategies and programmes for building the capacity of women to participate effectively through	Skills Audit for female councillors.	Conduct a skills audit of women's councillors.		Chamber Sec, NGOs	31 December 2012	
	<i>What training has already been</i>		One induction	Induction programmes for new councillors		Chamber Sec	On-going	

STRATEGIC OBJECTIVE/ OUTCOME	BASELINE	SADC PROTOCOL TARGET - 2015	INDICATORS	ACTIONS	OUTPUT	WHO	TIME FRAME	BUDGET
	<i>done? 5</i> workshops conducted since 2008	leadership and gender sensitivity training and mentoring.	programme per council term and follow up workshops.	with follow up refresher courses.				
To empower men on gender issues and mobilise their support.	<i>What training has already been done – how many men participated? 2</i> workshops conducted since 2008	Ensure the inclusion of men in all gender related activities, including gender training and community mobilisation.	One induction workshop and bi-annual follow ups	Host gender training workshops for male and female councillors and officials.		Chamber Sec	On-going	
	<i>Have any dialogues with male Cllrs been held? None</i>		Annual workshops	Host annual gender dialogues with male councillors and officials.		Chamber Sec. Human Capital Director	31 December 2012	
Public participation								
To ensure that women and men participate equally in local government and	<i>What is the representation of women and men in ward committees?</i>	At least 50 percent of decision-making positions in public and private sectors are held by women;						

STRATEGIC OBJECTIVE/ OUTCOME	BASELINE	SADC PROTOCOL TARGET - 2015	INDICATORS	ACTIONS	OUTPUT	WHO	TIME FRAME	BUDGET
community matters	Ward Committees are in place	affirmative action measures in effect.						
	<i>Are there gender disaggregated statistics on the consultative meetings?</i> City organogram has made provision for research and information officers	Women and men participate equally in all governance structures.	Data base on consultative meetings	Collect, disaggregate and analyse data on wards and consultative meetings.	Balanced Ward Committees	Cllrs, CS, Mayor	31 December,2012	
PLANNING								
To ensure that targeted planning and service delivery takes place in the council women are consulted equally in policy-making processes.	<i>Is the Council's strategic plan gender aware?</i> None		Gender objectives to be explicitly mentioned in the strategic plan	Develop strategic objectives of the Council that explicitly mention gender.		Town Clerk	On annual review of strategic plan by 31 October 2012	

STRATEGIC OBJECTIVE/ OUTCOME	BASELINE	SADC PROTOCOL TARGET - 2015	INDICATORS	ACTIONS	OUTPUT	WHO	TIME FRAME	BUDGET
To ensure that women are consulted about their needs when drawing up Council plans.	<i>Has the gender desk been involved in the strategic planning process? Have the views of women and men been taken into account in the plan?</i> None	Equal participation of women and men in policy formulation and implementation of economic policies.	All surveys before planning	Conduct surveys prior to planning to determine the needs of both women and men.		All Depts.	On-going	
MAINSTREAMING GENDER INTO EXISTING PROGRAMMES								
Local economic development – The economy and job creation								
To facilitate access to equal employment opportunities	<i>Is there gender disaggregated data on jobs created through Council activities?</i> No	Equal opportunity: ensure that women and men have an equal chance to participate in and implement economic decisions and policies.	Council Gender policy	Preparation and approval of policy	Approved Policy Document	HCD/Council	31 December 2015	
To provide gender aware support to the informal	<i>How gender aware is council assistance to the</i>	Trade and informal sector: adopt policies and enact	Balanced number of	Establishment of data base and amendment		Director Housing/Cou	31 December 2015	

STRATEGIC OBJECTIVE/ OUTCOME	BASELINE	SADC PROTOCOL TARGET - 2015	INDICATORS	ACTIONS	OUTPUT	WHO	TIME FRAME	BUDGET
sector. Nil	<i>informal sector?</i> Nil	laws, which ensure equal access, benefits and opportunities for women and men in trade and entrepreneurship; take into account the contribution of women in the formal and informal sectors.	beneficiaries	of allocation policy		ncil		
To ensure that women and men have equal access to financial resources	Does the Council have any financial schemes or influence over any financial schemes to assist Local Economic Development? Are these genders aware? None	Policies and laws that determine access to, control of, and benefit from productive resources by women in order to ensure that women have equal access and rights to credit, capital, mortgages, security and training as men.	Number of businesses empowered and number of projects supported by Council	Amendment of Urban Council's Act		Council	On going	

STRATEGIC OBJECTIVE/ OUTCOME	BASELINE	SADC PROTOCOL TARGET - 2015	INDICATORS	ACTIONS	OUTPUT	WHO	TIME FRAME	BUDGET
To ensure that women and men have equal access to new technologies for improving the efficiency of their enterprises.	Does the Council have any technology schemes or influence over any technology schemes to assist LED? Are these genders aware? None	Ensure that women and men have access to modern, appropriate and affordable technology and support services.	e-city	Computerization of all council activities	e-governance procedures			
Procurement								
To ensure that women benefit equally from the procurement processes which they have historically been excluded from.	<i>What proportion of Council tenders over the last year went to women? Is there a policy and or point system in place to redress gaps?</i> Nothing in place	Women benefit equally from economic opportunities, including those created through public procurement policies.	Gender Sensitive Procurement Policy	Review of existing procurement policy.	Gender Sensitive Procurement Policy	CT,CS , audit and council	Dec 2012	
CLIMATE CHANGE AND SUSTAINABLE DEVELOPMENT								

STRATEGIC OBJECTIVE/ OUTCOME	BASELINE	SADC PROTOCOL TARGET - 2015	INDICATORS	ACTIONS	OUTPUT	WHO	TIME FRAME	BUDGET
Ensure that the council understand the effects of climate change and they address the effects through instilling measures to address the negative impact of climate change	<i>Has there been a gender aware audit done of climate change and its effects and or likely effects?</i> None	Laws and policies: review all policies and laws that determine whether women can access, control, and benefit from, productive resources.	Research on effects of climate change	Enforcement and reviews of by-laws. Awareness campaigns on effects of climate change.	Revised by laws	All Heads of Department/ Chamber	From 1 September 2012	
To involve both men and women, as key stewards of the environment, in environmental preservation	<i>Are women involved in drawing up policies and plans for "going green"</i> Yes	Equal participation of women and men in policy formulation and implementation of economic policies.	Ward based going green competitions	Formulate going green policies	Go-green policies	Chamber Secretary, Amenities Urban planning and Council	With effect from June 2013	
To involve both men and women in projects and green business ventures, e.g. waste	<i>Are there any green business ventures?</i> No	Women benefit equally from economic opportunities, including those created through public procurement		Formulate policies to support greening business ventures.				

STRATEGIC OBJECTIVE/ OUTCOME	BASELINE	SADC PROTOCOL TARGET - 2015	INDICATORS	ACTIONS	OUTPUT	WHO	TIME FRAME	BUDGET
management.		policies.						
INFRASTRUCTURE								
Housing								
To promote the equal rights of women to land tenure	<i>What proportion of stands (ERF's) are owned by women?</i> To be compiled.	Collect and analyse baseline data against which progress in achieving targets will be monitored.	Application form already in place indicating male/female beneficiaries. Develop gender responsive policy on allocation.	Automate data processing on the allocation process to be gender sensitive. Get historical data on gender based allocation	Automate d data.	DH&CS Deeds office Rates office	By October 2013	
	<i>Do any policies exist to ensure women's access to land tenure?</i> No policy. Beneficiaries allocated on a first come first served basis as	Laws and policies: review all policies and laws that determine whether women can access, control, and benefit from, productive resources. Especially with regard to	Develop a gender responsive action policy.	The council takes steps to ensure that women benefit equally from land and housing opportunities.		DH&CS	By Dec 2012	

STRATEGIC OBJECTIVE/ OUTCOME	BASELINE	SADC PROTOCOL TARGET - 2015	INDICATORS	ACTIONS	OUTPUT	WHO	TIME FRAME	BUDGET
	per policy	<ul style="list-style-type: none"> Water and property rights; Land tenure; 						
To women's equal access to housing.	<i>What kind of consultation process exists in residential design? Access for affordability.</i>	Laws and policies: review all policies and laws that determine whether women can access, control, and benefit from, productive resources.	Create a database on gender based allocations.	Equal right to apply	Nil	DH&S	December 2012.	
Water, sanitation and electricity								
To ensure that women, who are disproportionately affected by inadequate service delivery, are provided with affordable access to basic services	<i>What services are currently being provided and at what cost? Inadequate and expensive</i>	Laws and policies: Review all policies and laws that determine whether women can access, control, and benefit from, productive resources.						
	<i>What kind of consultation process has there been in the past?</i> Budget	Especially with regard to Water and property rights.	70% of the target population	Infrastructure replacement. Provide new water	800 megalitres per day	Councillors All water and Finance	December 2013	

STRATEGIC OBJECTIVE/ OUTCOME	BASELINE	SADC PROTOCOL TARGET - 2015	INDICATORS	ACTIONS	OUTPUT	WHO	TIME FRAME	BUDGET
	consultation meetings Councillors feedback meetings Projects meeting			sources.		Departments		
HEALTH								
Ensure health facilities are accessible to women.	<i>How many mobile clinics are there currently? Which communities do these clinics service?</i> They serve outlining areas of the Harare metropolitan. There are 36 operational Clinics 2 operational Hospital	Legislative frameworks, policies, programmes and services to enhance gender sensitive, appropriate and affordable quality health care.	Complete building the 3 clinics. Free Maternal care.	Increase access by women to health facilities. Educate women on advantages if healthcare delivery.	Safe deliveries. Reduce child and martenal mortality rate.	City Health	By Dec 2012	

STRATEGIC OBJECTIVE/ OUTCOME	BASELINE	SADC PROTOCOL TARGET - 2015	INDICATORS	ACTIONS	OUTPUT	WHO	TIME FRAME	BUDGET
	3 non-operational clinics .							
HIV AND AIDS AND CARE WORK								
<i>Prevention</i>								
To establish the gendered dimensions of HIV/AIDS and to raise awareness on the pandemic in the City.	Does the Council have gender disaggregated data on HIV and AIDS? yes	Collect and analyse baseline data against which progress in achieving targets will be monitored.	Raise the no of people aware of their HIV STATUS	Awareness campaigns Provider initiated testing and counselling.	40% of the population being aware of their status.	City Health	December 2013	
To run gender-awareness prevention campaigns	Do prevention campaigns emphasise differences in power relations between women and men? yes	Develop gender sensitive strategies to prevent new infections.	As above	As above	As above	City Health	December 2012	
	Do prevention campaigns		As above	As above	As above	City health	December 2012	

STRATEGIC OBJECTIVE/ OUTCOME	BASELINE	SADC PROTOCOL TARGET - 2015	INDICATORS	ACTIONS	OUTPUT	WHO	TIME FRAME	BUDGET
	<i>emphasise the dangers of multiple concurrent partners? yes</i>							
	<i>Is the female condom available? Yes If so where? In all health institutions</i> Education on use of condoms		Daily outreach programmes By Health promoters	Advocate for extensive use of condoms.	Availability	City Health	On-going	
To ensure that messages of generational sex and multiple partners are addressed	<i>How has the municipality participated in awareness campaigns in the past?</i> <i>Has the municipality actively participated and promote the 16 Days Campaign</i>	Programmes take account of the unequal status of women, the particular vulnerability of the girl child as well as harmful practices and biological factors that result in women constituting the majority of those	Daily clinics. Daily outreach programmes By Health promoters	Strengthen awareness on HIV/AIDS.		City Health GVT NGO's (NAC, UNICEF)	On-going	

STRATEGIC OBJECTIVE/ OUTCOME	BASELINE	SADC PROTOCOL TARGET - 2015	INDICATORS	ACTIONS	OUTPUT	WHO	TIME FRAME	BUDGET
	<i>in the past?</i> Seminars and Workshops and Outreach Programmes Training Health Promoters	infected and affected by HIV and AIDS.						
To educate women and men on voluntary counselling and testing which is a powerful tool for preventing the spread of HIV/AIDS.	<i>What is the % of men and women who go for VCT?</i> Provider Initiated Testing and Counselling and Centres (PITC) in all our Clinics	Collect and analyse baseline data against which progress in achieving targets will be monitored.	Conduct monthly outreach awareness programmes. Campaigns	Obtain gender disaggregated statistics on VCT. Use this to devise campaigns to encourage women and men to go for VCT.		C H, NGOs, GVT NAC	Dec 2012	
Treatment								
To address unequal access to treatment; especially inhibitions by men	<i>What proportion of women compared to men access free treatment?to be</i>	Collect and analyse baseline data against which progress in achieving targets	As above	As above	50%	City Health	December 2012	

STRATEGIC OBJECTIVE/ OUTCOME	BASELINE	SADC PROTOCOL TARGET - 2015	INDICATORS	ACTIONS	OUTPUT	WHO	TIME FRAME	BUDGET
to accessing treatment	<i>compiled</i>	will be monitored.						
Care								
Ensure that the council addresses the gendered dimensions of care work	<i>What proportion of care givers in the community are women? 90%</i>	Policies and programmes to ensure appropriate recognition of the work carried out by care givers, the majority of whom are women, the allocation of resources and the psychological support for care givers as well as promote the involvement of men in the care and support of people living with HIV and AIDS.	Increase the no of women participation	Campaigns and men's groups	Increase the no of male caregivers from 19% to 30%	City Health	December 2014	
	<i>Are there any efforts to involve men in care work? Yes by Padare</i>							
Social development								

STRATEGIC OBJECTIVE/ OUTCOME	BASELINE	SADC PROTOCOL TARGET - 2015	INDICATORS	ACTIONS	OUTPUT	WHO	TIME FRAME	BUDGET
To make community and sporting facilities more accessible to women and girls and ensure that they benefit equally from such facilities.	<i>What kind of work is/ has been done with women's groups?</i> Conducting Inter-Centre games	Collect and analyse baseline data against which progress in achieving targets will be monitored.	Conduct monthly Games	Organise events and displays that celebrate women's achievements and challenge stereotypes. Encourage programmes that challenge stereotypes in all spheres, including the home. Educate parents on how their children should be socialised.		DH&CS And partners NGO's	Dec 2011	
	<i>Are there any awareness programmes or training materials covering parenting responsibilities? Yes. If they are there, are they gender sensitive? Yes</i>		Existence of community workers in the community raising awareness	Enrolment to schools should be gender sensitive.	Gender balanced enrolment	DH&CS	January 2013 enrolment	
GENDER SPECIFIC PROGRAMMES								

STRATEGIC OBJECTIVE/ OUTCOME	BASELINE	SADC PROTOCOL TARGET - 2015	INDICATORS	ACTIONS	OUTPUT	WHO	TIME FRAME	BUDGET
FLAGSHIP PROJECT - ENDING GENDER BASED VIOLENCE								
Prevention								
To contribute to the SADC Gender Protocol target of halving gender violence by 2015.	<i>What are the current statistics on GBV in the municipality?</i> We don't have statistics.	Collect and analyse baseline data against which progress in achieving targets will be monitored.	-police report -medical reports -court records -media reports	-stakeholders meetings -consultative meetings -research(GBV indicators)	-police report -medical reports -court records -media reports	-police -relevant NGOs -social services dept -dept of health -courts	January 2013	
Public awareness campaigns								
To educate communities to challenge and eradicate gender based violence.	<i>How has the municipality participated in awareness campaigns in the</i>	Introduce and support gender sensitisation and public awareness programmes aimed at changing	-no of gender based workshops held	Awareness campaigns -media -websites	-reduced number of violencer -no of gender	-police -relevant NGOs -social	January 2013	

STRATEGIC OBJECTIVE/ OUTCOME	BASELINE	SADC PROTOCOL TARGET - 2015	INDICATORS	ACTIONS	OUTPUT	WHO	TIME FRAME	BUDGET
	<p><i>past?</i></p> <p><i>Has the municipality actively participated and promote the 16 Days Campaign in the past?</i></p> <p>Councillors, residents, NGOs participated in the 16 days of activism against gender based violence</p>	behaviour and eradicating GBV in all sectors of society.	-awareness campaigns -		based workshops held - awareness campaigns - reports	services dept -dept of health -courts		
Response								
To implement actions that are effective in responding to GBV	<i>What is the state of street lighting in the municipality?</i>	Accessible, effective and responsive police, prosecutorial, health, cases social	-increase ZRP- Metropol	Repair of community services, infrastructure	Reduced cases of GBV	ENGINEERING, HOUSING, NGOs, central Govt	January 2013	

STRATEGIC OBJECTIVE/ OUTCOME	BASELINE	SADC PROTOCOL TARGET - 2015	INDICATORS	ACTIONS	OUTPUT	WHO	TIME FRAME	BUDGET
in your council	<i>Access to resources and unemployment.</i> <i>No street lights</i> <i>No access to resources</i>	welfare and other service to redress of gender based violence.	Patrols -					
	<i>Are any of the police stations within the municipality equipped (private room, female officers etc) to deal with cases of GBV?</i> Nothing in place	Specialised facilities, including support mechanisms for survivors of gender based violence.	34 victim friendly centres	Setting up a Victim Friendly Centre	Victim Friendly Centre	CH DHCS ZRP	Jan 2013	
		Community sensitisation programmes regarding available services and resources for survivors of gender based violence.						
Support								

STRATEGIC OBJECTIVE/ OUTCOME	BASELINE	SADC PROTOCOL TARGET - 2015	INDICATORS	ACTIONS	OUTPUT	WHO	TIME FRAME	BUDGET
To implement a plan and actions that supports survivors of GBV	<i>How many places of safety and care are there within the municipality?</i> <i>Paget House,NGOs victim friendly courts</i>	Provide specialised facilities, including support mechanisms for survivors of gender-based violence.	Increased facilities for drop in centres	Monitoring activities	Reduction in GBV	ZRP,VARIOUS COUNCIL DEPTS,NGOs	December 2013	
Coordination								
To ensure that efforts to address GBV are conducted in a coordinated manner	<i>Is there a multi sector committee for addressing GBV in the local council?</i> <i>No committee</i>	Integrated approaches, including cross sector structures with the aim of reducing current levels of gender based violence, by half by 2015.	Formation of multi sector committee, meetings, education	Formation of multi sector committee, meetings, education	Reduction in GBV cases	ZRP,VARIOUS COUNCIL DEPTS,NGOs	January 2013	
Budget allocation								
To ensure that	<i>Is there a budget</i>		Subject to	Subject to council	Subject to	Subject to	Subject to council	Subject to

STRATEGIC OBJECTIVE/ OUTCOME	BASELINE	SADC PROTOCOL TARGET - 2015	INDICATORS	ACTIONS	OUTPUT	WHO	TIME FRAME	BUDGET
Councils commit budget and resources to addressing GBV	<i>line for addressing GBV in the Council?</i>		council discussions	discussions	council discussions	council discussions	discussions	council discussions
Monitoring and evaluation								
To ensure that efforts to address GBV are monitored and evaluated	<i>Is there any structure or committee for monitoring Depts</i>	Collect and analyse baseline data against which progress in achieving targets will be monitored.	FORMATION of monitoring and evaluation committee	FORMATION of monitoring and evaluation committee	Reduction in GBV cases	council	October 2012	
Best practices								
To showcase best practices to end GBV	Nothing in place	December 2013	8 case studies per year	Document Best practices on GBV activities	Improved awareness on GBV	CH PR DHCS	Annually	
EMPLOYMENT PRACTICES AND ENVIRONMENT								
To increase the representation of women employed in the council.	<i>What steps have been taken to prioritise gender equity in performance</i>	At least 50% of decision-making positions in the public and private sectors are held by	- employment affirmative action policy	-Develop an affirmative action policy to empower women		HCD	By 2013	

STRATEGIC OBJECTIVE/ OUTCOME	BASELINE	SADC PROTOCOL TARGET - 2015	INDICATORS	ACTIONS	OUTPUT	WHO	TIME FRAME	BUDGET
	<i>plans?</i> No affirmative policy in formal employment	women including the use of affirmative action measures.	-increased Ratio of women getting managerial positions	-Application of women affirmative action in the recruitment and promotion process in council -Explicitly prioritise gender equity in performance plans.				
	<i>What are the current gender statistics of employees in the municipality? What % men and women occupy management positions – what is the breakdown per department? Information is not readily available</i>	Review, amend and enact laws and policies that ensure women and men have equal access to wage employment in all sectors of the economy.	-Gender based statistics //	-Develop gender based statistics - Analyse and implement recommendations in gender statistics and reports - Computerisation of Gender based Human Capital records		HCD	By June 2013	
	<i>Who is responsible for</i>			-Development of gender based		TC	Jan 2013	

STRATEGIC OBJECTIVE/ OUTCOME	BASELINE	SADC PROTOCOL TARGET - 2015	INDICATORS	ACTIONS	OUTPUT	WHO	TIME FRAME	BUDGET
	<i>ensuring that targets are met? Is this included in their contract?</i> <i>No one and no performance targets on gender</i>		-Gender based Performance agreements	performance targets - Implementation of gender based performance targets - Monitor and evaluate		HCD		
	<i>Has any work been done in this area? The 2010 Manpower audit has information that needs updating and development</i>		-Manpower audit report (2010) - Gender based statistics and reports.	- Develop existing gender based data - Analyse and implement gender based recommendations		HCD	June 2013	
	<i>Have the unions been approached? Not yet</i>		Involvement of workers unions	-Initiate workers unions into gender concepts. -Consultation of workers unions on gender		HCD	Dec 2012	

STRATEGIC OBJECTIVE/ OUTCOME	BASELINE	SADC PROTOCOL TARGET - 2015	INDICATORS	ACTIONS	OUTPUT	WHO	TIME FRAME	BUDGET
				mainstreaming.				
Selection and recruitment								
To ensure that the recruitment and selection process offers equal opportunity to men and women.	<p><i>-Considered a woman at a lower level for a scholarship for directors and management</i></p> <p><i>- one woman was sponsored for a masters degree in urban planning in the Netherlands.</i></p> <p><i>- There was a deliberate move to increase the representation of women in traffic police and fire brigade</i></p>	Affirmative action measures with particular reference to women in order to eliminate all barriers that prevent them from participating meaningfully in all spheres of life and create a conducive environment for such participation.	<p>Existence of women who have been trained.</p> <p>The existence of people who were</p>	<p>-Affirmative action on the under-represented groups at all levels.</p> <p>-Survey to assess gender status in all departments</p> <p>-Periodic reports (bi – annually) on gender situations</p> <p>-Gender sensitive advertisement</p> <p>- Apply quota system on recruitment</p>	<p>Equal representation between men and women across council</p> <p>Gender statistics</p>	<p>HCD</p> <p>-All heads</p> <p>-HCD</p>	<p>By 2015</p> <p>By Dec 2012</p>	<p>\$200000.00 For all women in council</p> <p>\$2000.00 for all department</p> <p>S</p> <p>\$100 000.00</p>

STRATEGIC OBJECTIVE/ OUTCOME	BASELINE	SADC PROTOCOL TARGET - 2015	INDICATORS	ACTIONS	OUTPUT	WHO	TIME FRAME	BUDGET
			recruited			HCD	By Mid 2013	
	<p><i>What are the targets for ensuring women's equal representation at all levels?</i></p> <p><i>-Executive 30% by 2015</i></p> <p><i>-Middle management</i></p>		As above	As above	As above	As above	As above	

STRATEGIC OBJECTIVE/ OUTCOME	BASELINE	SADC PROTOCOL TARGET - 2015	INDICATORS	ACTIONS	OUTPUT	WHO	TIME FRAME	BUDGET
	<i>What is the policy on maternity leave?</i> <i>91 days at 2 year intervals with a maximum of three maternity leave periods</i>	Enact and enforce legislative measures prohibiting the dismissal or denial of recruitment on the grounds of pregnancy or maternity leave.	Zero cases of maternity based labour cases	-Maintain employment contract terms	-No prejudice on pregnant women	HCD	On - going	-
Capacity building								
To ensure that training is done to educate all employees and community groups on gender	<i>What training has already been done?</i> HR and GPC committee and HCD management attended Employment equity and diversity workshop in RSA Ward based	Ensure equal participation of women and men in decision making by outing in place policies, strategies and programmes for the establishment and strengthening of structures to enhance gender mainstreaming.	-relevant gender Modules	-Diversity and gender training is provided for both men and women in the council, at all level and is done systematically - Capacitate training unit	Gender awareness among all employees and community representatives	HRD	Dec 2013	\$300 000.00

STRATEGIC OBJECTIVE/ OUTCOME	BASELINE	SADC PROTOCOL TARGET - 2015	INDICATORS	ACTIONS	OUTPUT	WHO	TIME FRAME	BUDGET
	Community representatives were trained at Town House					-Chamber Secretary -Dir Housing & community Services		
Work conditions and environment								
To facilitate women's equal participation in the workplace by providing support for parents because parenting	<i>What childcare facilities are currently available? There are no childcare facilities</i>	Provide protection benefits for women and men during maternity and paternity leave.		-Baby feeding hours -Workshop support for breastfeeding mothers		HCD	On going	

STRATEGIC OBJECTIVE/ OUTCOME	BASELINE	SADC PROTOCOL TARGET - 2015	INDICATORS	ACTIONS	OUTPUT	WHO	TIME FRAME	BUDGET
responsibilities have continue to be the main responsibility of women.				(eg move with maid)				
	<p><i>Is there any such arrangement currently? No</i></p> <p><i>Has this issue ever been addressed? How?</i></p>							
	<p><i>Are there any such programmes?</i></p> <p><i>-Maternity leave on full pay</i></p> <p><i>-Breast feeding hours</i></p> <p><i>- maternity leave days increased from 75 to 98 days</i></p> <p><i>-flexible maternity leave</i></p>	<p>Conduct time use studies by 2015 and adopt policy measures to ease the burden of the multiple roles played by women.</p>		<p>Maintain maternity leave on full pay</p> <p>-Maintain breast feeding times.</p> <p>-Increase breastfeeding hours period from six months to nine months.</p>		HCD & DHCS	BY December 2012	

STRATEGIC OBJECTIVE/ OUTCOME	BASELINE	SADC PROTOCOL TARGET - 2015	INDICATORS	ACTIONS	OUTPUT	WHO	TIME FRAME	BUDGET
	<i>days</i>							
	<i>What crèche facilities exist?</i> <i>Nil at work places</i>		Council position on establishment or otherwise of creche facilities	Second gender focal persons to do countries where workplace crèches are operational and make recommendations		-Chamber Secretary - HCD	By December 2013	\$250 000
Address issues of sexual harassment in the council.	<i>Is there a sexual harassment policy in existence? Yes under new code of conduct</i>	Enact legislative provisions adopt and implement policies, strategies and programmes that define and prohibit sexual harassment in all spheres, and provide deterrent sanctions for perpetrators of sexual harassment.	Availability of an operational sexual harassment policy	-Consultation with stakeholders -Awareness campaigns		HCD	By June 2013	
	<i>What kind of safety measures are in place currently? Code of conduct specifies penalties for sexual</i>		//	//		//	//	

STRATEGIC OBJECTIVE/ OUTCOME	BASELINE	SADC PROTOCOL TARGET - 2015	INDICATORS	ACTIONS	OUTPUT	WHO	TIME FRAME	BUDGET
	<i>harassment.</i>							
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.	<i>Has any work been done in the establishment of structures?</i> Gender focal persons were established	Establish and strengthen structures to enhance gender mainstreaming.	Existence of structures for gender machinery at Divisional and section levels	-Management must take ultimate responsibility for gender mainstreaming within departments -Capacity building programmes for gender focal persons at all levels.		-HCD - Heads of Departments	-Dec 2012	
	<i>Is there a committee in Council responsible for gender?</i> HR&GPC handling gender issues		Gender mainstreaming agenda in all council committees	Gender should be a standing item on the agenda of HR&GP committee meetings.		CS	By Dec 2012	
	<i>Has a gender technical task team: comprising</i>		Terms of reference and	Prepare Terms of Reference for gender machinery, and clarify	Functional gender teams	CS	By Dec 2012	

STRATEGIC OBJECTIVE/ OUTCOME	BASELINE	SADC PROTOCOL TARGET - 2015	INDICATORS	ACTIONS	OUTPUT	WHO	TIME FRAME	BUDGET
	<i>the GFP been formed?</i> Gender Focal Person appointed		reporting protocol	reporting procedures. -Capacitating of gender technical task team.				
	<i>Have gender focal points been established in all departments? Have TOR been drafted? Departmental Focal persons appointed but terms of reference are pending.</i>		As above	As above	As above	As above	As above	
	<i>Has a gender specialist been recruited? Not yet</i>		Existence of a full time gender specialist	-Creation of a structure for a gender specialist -Recruitment and selection process for a gender specialist	Gender Specialist	HCD	Dec 2012	
	<i>Has gender been</i>		-	-Training programmes				

STRATEGIC OBJECTIVE/ OUTCOME	BASELINE	SADC PROTOCOL TARGET - 2015	INDICATORS	ACTIONS	OUTPUT	WHO	TIME FRAME	BUDGET
	<i>written into the performance agreements of senior managers and GFP? There is Results based performance agreements for the executive but these are not engendered</i>		Performance Agreements -Gender based work plans	on gender based performance agreements -Develop and implement gender based work plans -Monitoring and evaluation of gender based performance agreements		-TC -HCD	Jan 2013	
	<i>Is the GMS known, has it been publicised? Not yet</i>							
Budget, monitoring and evaluation								
To make use of gender disaggregated data for monitoring and evaluation to ensure that gender equality is	<i>Does sex disaggregated data exist? Is it applied? Partly exists based on the 2010 Manpower audit</i>	Ensure gender sensitive and responsive budgeting at the micro and macro levels, including tracking, monitoring	-Gender based statistics	-Update sex disaggregated data -Computerisation of gender record system -Analysis and application of gender	Computerised gender record system	-TC -All Heads	June 2013	

STRATEGIC OBJECTIVE/ OUTCOME	BASELINE	SADC PROTOCOL TARGET - 2015	INDICATORS	ACTIONS	OUTPUT	WHO	TIME FRAME	BUDGET
being strived for.		and evaluation.		recommendations				
To ensure that resources are being allocated to gender priorities.	<i>Are there direct or budget allocations for advancing gender equality?</i> Not yet	Ensure that all national and local budgets sufficiently represent the needs of women and men; assessment of all spending should reflect how resources have been allocated to all gender groups.	-gender mainstreaming policy	-Consultation with stakeholders on gender based budgeting -Gender based budgeting		CT	Jan 2013	
	<i>Do women and men benefit equally from budget allocations? No consideration on is done</i>	//	//	//		//	//	

ANNEX D: Harare City Council Draft Gender Policy

Gender Action Plan Work-shop, Kadoma, 23 – 25 July 2012

Group 5 – **Gender policies**

Chairman: Councillor Muzuva

Members

Councillor Nyatsuro, Councillor Mbira, Dr Chingombe, Mrs Mangwiro, Mr Gwindi, Mrs Ncube, Ms Shoko

PREAMBLE

No change

VISION

To properly develop it: include:

- Harare a world class city by 2025
- Responsive to gender in all activities
- Ensure service delivery is done in a gender-sensitive manner

BASIS OF THE POLICY

Zimbabwe is party to the following protocols: (List each one)

APPLICATION OF THE POLICY

No change

ORIENTATION IN GENDER CONCEPTS

The aim of the training will be to introduce or strengthen gender awareness among the Mayor, both female and male Councilors and Council staff.

GENDER BUDGETING

Refer the document on Gender budgeting

GENDER IMPACT OF COUNCIL DECISIONS

To add: Requirement that where Council is considering a policy, it must clearly indicate that a gender assessment has been done and that policy does address gender issues.

LAND USE PLANNING

No change

ALLOCATION OF RESOURCES

Council will therefore seek to ensure that the allocation of resources is targeted to achieve the objectives of the Gender Policy

- (a) Lease or sale of Council land for housing, commercial or industrial purposes;
- (b) Allocation of rented accommodation;
- (c) Social services

ECONOMIC EMPOWERMENT

Council recognizes the need to facilitate economic empowerment programs and will ensure that policies and training programmes on formal and informal economic activities and home industry activities are planned and implemented in a gender-sensitive manner which seeks to achieve gender equity.

POVERTY REDUCTION

Council will assess the poverty levels by gender and will undertake poverty- reduction programmes in a sustainable and gender-sensitive manner.

HEALTH SERVICES AND HIV AND AIDS PROGRAMMES

Council will ensure that primary health facilities are accessible within walking distance.

Council must have a stand-alone HIV & Aids Policy

STAKE-HOLDER PARTICIPATION

- Gender balance in all areas of political decision-making, including at the leadership level within the Council and wards.
- Equal participation by men and women in public meetings and diverse participation of civil society groups.
- Gender balance and sensitivity in all communication, public education and awareness materials.
- A series of public forums are organised to engage with the residents on the Gender Policy.
- Wide canvassing and a series of workshops on the Gender Policy in the institution and in all departments to ensure compliance with the provisions in all programmes and projects.

PRE-SCHOOLS AND CRECHES

No change

PUBLIC SAFETY

- Improve the safety of public areas such as parks by providing adequate lighting by developing a lighting master plan
- Enhance the visibility of policing in communities, especially in residential areas
- Include a gender dimension in the provision of emergency services such as cases of drowning and fires.

RECRUITMENT OF STAFF

This Policy must strive to achieve the SADC Protocol target of 50-50% recruitment of women and men.

- An equal opportunity statement in job advertisements where applicable
- Ensuring that equal opportunity representatives are part of the initial short listing process to ensure that targets are clear and addressed clearly as part of the internal review panel.
- Ensuring that recruitment panels are gender balanced and that questions posed are gender sensitive.
- Ensuring equal pay for work of equal value in job evaluation processes.

STAFF DEVELOPMENT

No change

SEXUAL HARASSMENT

No change

SERVICE DELIVERY

The core business of Council is the efficient delivery of service which meets the standards expected by all stakeholders.

GENDER MANAGEMENT SYSTEMS

- Gender focal persons by dept
- Committee responsible for HR for oversight
- Town Clerk to periodically monitor progress on implementation of Gender Policy objectives and to report bi-annually to the HR Committee

GENDER-DISAGGREGATED DATA

All Council data to be collected must include differentiation by gender

MONITORING AND EVALUATION

No change

ANNEX E: EVALUATION FORM

Date: 25 July 2012

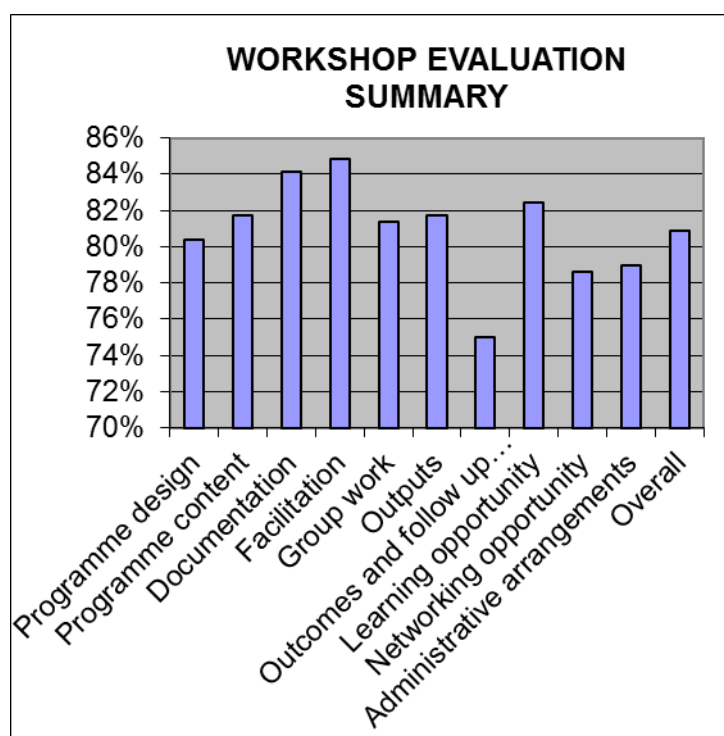
Venue: Kadoma Hotel & Conference Centre

30 Evaluations received

	1	2	3	4	5	6	7	8	9	10	Total
Programme Design						1	10	10	1	6	28
Programme Content					1	2	4	13	2	7	29
Documentation						3	3	9	7	7	29
Facilitation					1	0	4	10	7	7	29
Group Work					0	3	9	5	5	7	29
Outputs						2	9	7	4	7	29
Outcomes & Follow Up plans			1	0	3	6	4	7	3	6	30
Learning Opportunity					2	0	7	9	2	9	29
Network Opportunity					3	4	3	9	4	6	29
Administrative Arrangements					3	1	7	9	3	6	29

WORKSHOP EVALUATION SUMMARY

Evaluation area	Rating
Programme design	80%
Programme content	82%
Documentation	84%
Facilitation	85%
Group work	81%
Outputs	82%
Outcomes and follow up plans	75%
Learning opportunity	82%
Networking opportunity	79%
Administrative arrangements	79%
Overall	81%



COMMENTS

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

- All sessions. They were informative.
- Gender, Climate Change & Sustainable Development. The information was well facilitated.
- Group work/presentations. A variety of ideas came out from groups.

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

- Gender & LED.
- Gender & Climate Change. Difficult to understand the relationship.
- None.

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

- Implementation of work-plan.
- I will be part of awareness campaigns in my department.
- We are now going to have a gender person's forum.
- Assist in raising awareness on gender mainstreaming in the council.
- Put action plans into reality by ensuring that I have carried out my responsibilities.
- Having ward based training and groups.
- I am a GFP for my department; therefore the module will assist in lobbying for gender equity at departmental level as well as in policy formulation and subsequent implementation.

4. Any other comments?

- Well organised. We need more of these courses.
- Teach others about gender.
- Follow ups needs to be done. The earlier, the better.
- Research to find out correct statistics is essential to tackling the issues discussed successfully.
- This was quite an aggressive workshop.
- Gender needs to be constitutionalised to make for easy implementation.

Issues raised

- Participants highlighted that council should endeavour to have women at the top echelons of the council's managerial positions especially in light of these gender workshops.
- Concerns were that workshops of this nature should be held regularly so that the council easily monitors the progress in the program.
- Council felt that little was being done to ensure the GAP was being implemented. It was resolved that more effort was going to be put in implementing the GAP.