



REPORT TRAINING OF TRAINERS WORKSHOP

Country: Zimbabwe

Dates: 18-21 September 2012

Venue: Crowne Plaza Hotel



Participants discussing the GBV survey with Gender Justice & Local Government Manager Sifiso Dube
Photo: Cuthbert Mapuranga

With financial assistance from Sweden



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Executive summary

The report seeks to provide information on the training of trainers workshop on gender mainstreaming in local authorities held from the 18–21 September 2012, for gender champions and gender focal persons in Zimbabwe. GL Zimbabwe hosted the training in partnership with Zimbabwe Local Government Association (ZiLGA), Ministry of Local Government, and Swedish International Development Cooperation Agency (Sida) who provided financial assistance for the undergoing of the training. The participants of the



Gender Champions making contributions at the TOT Photo: Cuthbert Mapuranga

workshop consisted of Gender Champions (GCs) and Gender Focal Persons (GFPs) from existing and new Centres of Excellence (COE) councils, Ministry of Local Government, Urban & Rural Development (MLGURD), Ministry of Women Affairs, Gender & Community Development (MWGCD), UNWOMEN officials, Urban Councils association of Zimbabwe (UCAZ), Association of Rural District Councils (ARDCZ) and Sida representatives. There were 59 participants in attendance, 18 men and 41 women see **Annex B** for a detailed participants list.

The workshop took place over four days where participants were equipped with knowledge and skills on how to mainstream gender in local authorities' activities using the ten-stage COE model developed by Gender Links. The workshop programme (**Annex A**) shows how the stages were covered and which GFPs and GCs facilitated the different stages and modules. In addition, Zimbabwe has the privilege of undertaking a national Gender Based Violence (GBV) Indicators project with the view of documenting the levels of GBV in the country, a subject that was also discussed during the ToT. Participants evaluated the workshop at the end of proceedings. See the comprehensive evaluation attached as **Annex C**.

Background on the process in Zimbabwe

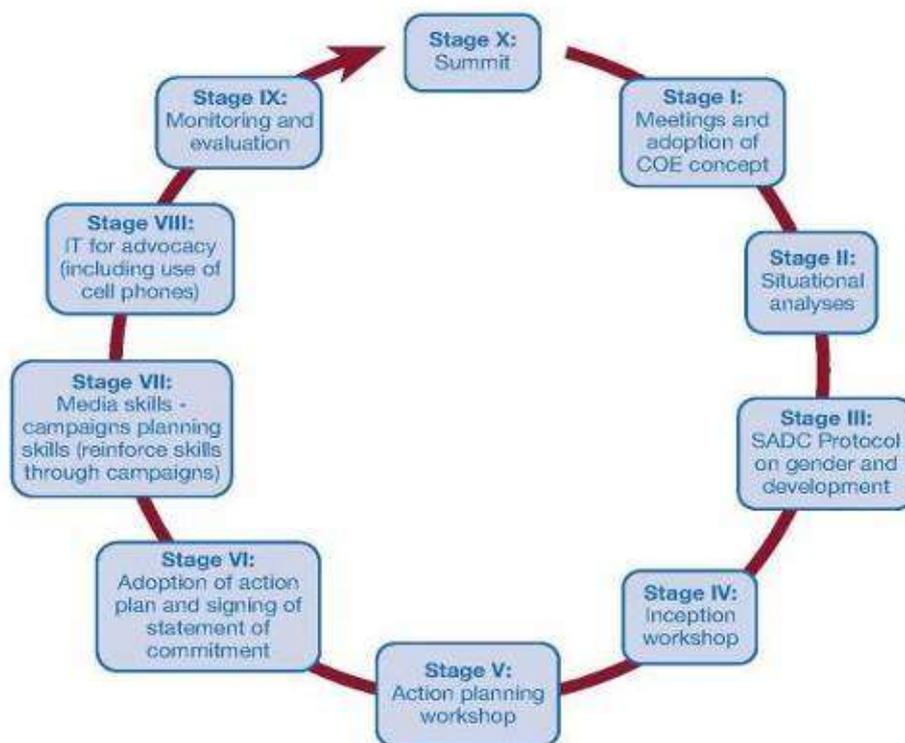
The decentralisation model in Zimbabwe is based on the principle of participatory governance. It is about the active and meaningful involvement of citizens in the manner in which they are governed, beyond participation to national and local electoral processes. Citizens are involved in local government in a number of ways - as voters, as consumers of services, as members of interest or stakeholder groups, through traditional authorities and leaders, and through specialized structures such as community and district councils. Participatory local governance is about supporting and facilitating the involvement of all stakeholders including non-state actors and chiefs.

Gender Links is an organisation that does work around gender equality and justice. Through its media, particularly governance and gender justice programme, Gender Links strives for a Southern African region in which women and men are able to participate equally in all aspects of public and private life. Looking into the future, GL Zimbabwe therefore seeks to expand from the 14 existing COEs it has been working with to 20 by December 2012 and to all 92 Councils as advocated for by the MLGURD through a variety of strategies, including existing gender focal points from councils and associations, gender champions, and other government structures.

The COE approach includes a unique blend of research and evidence, applied to strategies and action planning, with on-the-job capacity building and applied learning, vigorous Monitoring and Evaluation, affirming of good practise, and sharing of learning at the annual summits. Emerging evidence suggests that this is an effective and sustainable model.

The stages covered are illustrated in the diagram below:

Stages in the Centres of Excellence



Key principles of the COE model include:

Strategic objective	Stage	Who
Political support: Getting buy-in at decision-making level and launching of the action plan, signing of a statement of commitment to ensure implementation	1, 6	GL, UCAZ, ARDCZ, Council Management & councillors
An evidence-based approach: Conducting a situation analysis that is council-specific and will help to address the needs of that council.	2	GFP
Community mobilisation: SADC Gender Protocol village level workshops that familiarise communities with the provisions of the sub-regional instrument and empower them to hold their council's accountable	3	GC/GFP
Context specific interventions: Conducting council-specific gender and action plan workshops that localise national and district gender policies and action plans.	4,5	GL, GFP, GC
Capacity building through on-the-job training with council officials and political leaders.	7,8	GL media specialists, linked to Sixteen Days of Activism Campaigns,
Application of skills: Assisting councils and		

Strategic objective	Stage	Who
communities to apply these new skills through running major campaigns, e.g. 365 Days to End Gender Violence; the 50/50 campaign etc.		GFP
Monitoring and evaluation: Administration of scorecards and other monitoring and evaluation tools that can be used to measure change in the immediate, medium and long terms.	9	GL,
Knowledge creation and dissemination: Working to gather and disseminate best practises, case studies, etc. that can be presented at the annual gender justice and local government summit and awards that provide councils and communities with a platform to learn from each other on empowering women and ending violence at the local level.	10	GFP, GC GL,

Learning from the first phase has been incorporated in the second phase that has expanded the original six phases to ten phases. The gender violence component will be strengthened through monitoring of the incidence of GBV at the outset and after implementation.

Strengthening of action plans through additional content and practise on climate change and sustainable development; care work and local economic development, and IT skills of councillors will be strengthened as part of the communications component. Training of trainers' workshop therefore will be very imperative to the successful rolling out of the COEs process in Zimbabwe.

The Zimbabwe model for cascading the COEs

Zimbabwe is divided into 10 provinces, with 92 councils (32 urban and 60 rural). The process is being given a lot of support by MLGURD who have been active in sending out communication to all councils through the District Administrators on matters to do with mainstreaming gender in a bid to see the cascading of the COE process to all 92 councils by 2015 as echoed by the Minister during both the 2012 Zimbabwe and Regional Gender Justice & local Government Summits. GL is optimistic that through this ToT the COE process will be rolled out to all 92 councils in Zimbabwe. The major focus being that the GFPs of the current COEs will be able to teach the councils that are close to them thereby expediting the process; meanwhile the GFPs of the new councils would actively participate in filling the scorecard to assess the gender awareness of their councils. In the same vein the GCs will be responsible for community mobilisation in regards to the dissemination of information on the SADC Protocol in their communities, collection of 'I' Stories for the GBV Indicators project and community mobilisation for 16 days of activism events.



Representatives of new COEs Councillors Caroline Munjoma, Constance Bangani & Mr Gomba following proceedings during the ToT Photo: Cuthbert Mapuranga

Clearly, the implementation of the COE activities is beyond the scope of one NGO. It is also not desirable that GL drives every one of the COE stages and therefore ownership is

important and this underpins the Memorandum of Understanding (MoU) between GL, UCAZ and ARDCZ. Skills building and transfer are also essential for sustainability. Gender mainstreaming needs to be embedded within councils and council practise. As such, GL identified two key target groups that participated at the training of trainers.

- **Gender focal points:** In Zimbabwe most councils do have GFPs and as such, GL took advantage of those already existing structures. The strategy is to identify and use the existing GFPs within each Council who will be tasked with driving the process from within. The GFP's will receive training in the entire process and will conduct certain key stages, such as the situational analysis. In addition focal persons from partners would also help in the cascading process.
- **Gender champions:** Almost all councils in Zimbabwe have Gender Champions. Each council will identify a gender champion at political level within the Council to be trained in the COE process. The gender champions will have particular responsibility for the SADC Gender Protocol Village workshops and community mobilisation linked to this.

Objectives of the ToT

The objectives of the workshop were as follows:

- To provide background on the Centres of Excellence (COE) process in Zimbabwe and the model of cascading the COEs to other councils.
- To build a core team of gender focal persons and gender champions who will assist in cascading the COE process.
- To develop innovative strategies for putting across key concepts on how to run the workshops
- To share and build the capacity of, gender focal persons and gender champions on the monitoring and evaluation tools of GL that are used at each stage.
- To acknowledge the drivers of change for the COE process.
- To provide a background to the Gender Based Violence (GBV) indicators project in Zimbabwe and how this will fit into the COE process.
- Gender Links (GL) Zimbabwe together with the gender focal persons and gender champions to come up with a plan to roll out each stage for their respective councils (these plans to be recorded and filed by GL Zimbabwe and the councils).

Process and Activities

The four day training programme employed the learning by doing approach which enables participants to be involved in the activities. GCs and GFPs were allocated sessions in which they would present to participants. This was done to equip the GFPs and GCs with the necessary skills, as they will be part of the COE cascading process. It was also a move to enhance the participatory nature of the ToT and in tandem with the 'Learn by doing' theory, which enhances capabilities.

The programme covered several items including regional overview of COE programme, the intended cascading model in Zimbabwe. Modules covered included, gender and planning concepts, 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 GBV indicators project to be undertaken in Zimbabwe.

Day one

The ToT began with GL CEO, Mrs Colleen Lowe Morna giving introductory remarks, in which she stated that 'we are all drivers of change'. She highlighted that it was her belief that the COE process would be cascaded to all 92 councils. She reiterated that the 'each one teach one' process would be ideal in ensuring that the cascading process would be a success. Furthermore, she stated that the process of gender mainstreaming in Zimbabwe had started in 2009 with the local government research culminating to the publication of At the Coalface: Gender Mainstreaming in Local Government Zimbabwe.

Remarks from SIDA

Mr Magnus Carlquist, the Head of Development for Sida in his remarks stated that both males and females should have equal opportunities. He highlighted that 'I have two children one daughter and one son and that is where it starts. I think both my children should have equal opportunities'. Mr Carlquist heeded to say that Zimbabwe was still a long way from achieving the 50/50 parity. He cited that the problem lay not in empowering women but in changing the men. It was imperative that men's attitudes and behaviour be changed to achieve equality. He stated his joy at being a partner to this program, whose support is guided by Sida regional policies. He was quick to mention that local government is better placed to see the needs of the people and as such, its performance has a bearing on the lives of people. He went on to state that gender mainstreaming should be used as a strategy to achieving sustainable development. 'Through the COE process, GL is bringing the SADC Protocol closer to the people as well as to attaining green cities. The COE process has a possibility of being replicated', he said. Mr Carlquist reiterated that the importance of the ToT, which was the cutting edge of GL, was meant to achieve equality. It was his hope that the ToT was not just a consumption but participatory workshop. He also hoped that the ToT would enhance capacities in communities.



Mr Magnus Carlquist; SIDA Head of Development giving remarks at the Zimbabwe ToT Photo Cuthbert Mapuranga

Remarks from ZiLGA

ZiLGA President, Councillor Nimrod Chiminya in his remarks stated that meanwhile local government structure is male dominated and as such it was imperative for women to be empowered. He said it was necessary for men to accept the gradual shift where women are seen as equal partners in order for the 50/50 parity to be successful. He was quoted as saying 'I do not hesitate to say that while the merits of enhancing women's participation in local government are undoubtedly noble and unquestionably valid, the practical implementation remains a complex issue which requires bold decisions and radical changes in perceptions'. He highlighted that historical tendencies put women at different levels with men. Councillor Chiminya stressed that it was appropriate to undertake the ToT so that COE processes could be implemented in Zimbabwe, which will result gender issues being given priority in all sectors.

Opening Speech by the Ministry of Local Government

Representing the MLGURD, Mr Victor Chiromo officially opened the ToT. He stated that he was grateful to witness training proceedings and actual examples of the application of good governance as well as commitment on gender mainstreaming demonstration for the benefit of the communities we serve at local government level. He highlighted that the workshop had come at the appropriate time as it inspires all on the need to promote gender equality at grass-root level. He stated that the Government of Zimbabwe (GoZ) was committed to achieving the 28 targets of the SADC Protocol on Gender & Development. In addition, the successes of the Ministry in tackling gender were stated as follows:

1. 18% and 19% of women are councillors in urban and rural councils respectively.
2. 44% directors in the Ministry at Head office are women, 31% District Administrators and 33% of Provincial Administrators are women at district and provincial level.
3. Chiefs and headmen have received training on gender and have been made aware of the contents of the SADC Protocol as a government endorsed policy.

Mr Chiromo urged everyone to join and move forward in removing barriers in our society, culture and upbringing so that Zimbabwe truly becomes a land of equal opportunity. He commended the efforts being made by GL and their supporting partners for this ToT.

Participants were taken through the regional context of the COE process by GL Gender Justice and Local Government Manager Ms Sifiso Dube, noting the findings in the SADC region. The ten-stage COE process was explained in detail by GL Zimbabwe Country Manager Ms Priscilla Maposa. She stated that the Stage 2 (situational analysis) was being administered by the council GFPs while the GCs have taken up stage 3 (community mobilisation) by actively teaching and disseminating information on the SADC Protocol, Chiredzi Town Council is a classic example of community mobilisation. Mrs Colleen Lowe Morna highlighted the GBV Indicators project in Zimbabwe, its objectives and relationship to the COE process.

Discussions

Discussions for the day centred around the work on the current COEs and GBV Indicators project. A panel led the discussions on the status of the COEs. The discussion hinged on analysing what has worked, what has not worked and what strategies can be formulated to make the process a better one. The panel comprising of UCAZ Secretary General Mr Duri, stated that gender in local government in Zimbabwe was a challenging field in terms of the qualification of political leaders and it was therefore imperative that GCs are capacitated. He stated that by cascading the COE process, the institutional capacity of councils was being built so that in the end they could be able to sustain themselves. Chegutu Municipality Town Clerk, Mr Alex Mandigo reiterated that the COE process was working well. However, men have found it difficult to accept the process. As to the weaknesses of the process, 'It is difficult to change the traditional mind-set. There have been no budgets set aside for the gender machinery in councils', said the panel. Acting CEO of Makoni Rural District Council, Mr Mushayi stated that the strength of GL's COE process is capacitating and it is imperative that councils be weaned off from GL. He said the COE process and initiative to see gender parity by 2015 had seen the traditional leadership system transforming with 45%-50% of village heads now being women. It was still to be seen whether Zimbabwe would have a female rise to the rank of chieftainship. The Day closed with the presentation on the impending GBV research project in Zimbabwe. The discussion was led by GL CEO, Colleen Lowe Morna in which she stated that the rationale of the project



Chegutu Municipality Town Clerk, Mr Alex Mandigo facilitating the conflict resolution topic Photo: Cuthbert Mapuranga



was to assess the levels of violence in Zimbabwe. Participants had a group session analysing the questionnaires to be used during the survey. Participants highlighted the need to have a community definition of GBV. Though the study is a national one, The findings will also be used at the local level to strengthen local action plans thereby increasing efforts to reduce levels of GBV.

Day Two

The day began with a recap from the previous day's activities. This was followed by participants facilitating the different stages of the COE manual. This was necessitated by the fact that they would be cascading the process as envisaged by GL. Participants were led through Stage three (mobilisation) with GCs demonstrating how they go about addressing their communities on the SADC Protocol. The session was very interactive and participatory in nature. Key gender concepts were discussed with participants going on with the card swapping exercise on the difference between gender and sex.

Further exercises went on with stage five on action planning, where participants stated the need to integrate their gender and gender based violence plans into councils' overall strategic plans. Sessions on HIV/AIDS & Care-work and Local Economic Development were discussed. The Conflict Resolution session was also put to the fore of activities for the day.

Day Three

The day saw a continuation of facilitations of stage five topics by the GFPs on Sustainable Development and Climate Change as well as GBV. Stages seven and eight (Media skills; campaign planning skills and IT for advocacy) aroused a lot of interests and excitement as participants analysed how the media was used and who were mostly interviewed in the media. The use of IT also alluded how participants could use social media to promote gender equality. GL Gender Justice & Local Government Manager Ms Sifiso Dube explained why it was necessary for councils to commit them to the COE program by signing the Statement of Commitment in stage six of the CE process. Participants were also shown how to access their council web pages on the GL website for those that were already COEs, with would be COEs to be incorporated once they had become COEs as well. The day concluded with presentation of certificates to GCs and GFPs. This session was led by Mr Jekemu from Sida, Cllr Dzuda(WLGf Chair Urban) and Cllr Mugabe(WLGf Chair –Rural)

Discussions

Participants discussed their views on the presentation of women in the media.

- They noted that the media was tarnishing the image of women in their bid to sell news. They highlighted that they wished the media would be invited to workshops like this one so that they also learn to be gender sensitive.
- The media should also capture the good things that councils are doing rather than for them to always bring out the negative things about them. It discourages prospective employees especially women who are already few in decision making positions in councils.
- Participants felt it was necessary to use social media and the internet in the proper way as sometimes it can harm other people directly or indirectly.

Presentation of Certificates

The highlight of the day was the presentation of certificates to the GCs and GFPs for both current and new COEs. Mr Wonder Jekemu, the Programs Officer at Sida in his remarks before the certificate presentations stated that he was graced to see GCs and GFPs advocating for change on gender lines as they were closest to the people-“ the gender intervention that you want to undertake is changing behaviour and mind-sets’, he said. It was the first time for Sida to support this pilot project in the hope that it will be successful. In addition it was his hope that the training would be the foundation of the cascading of the COE program. Ms Sifiso Dube encouraged participants to go back to their councils and implement what they had learnt. She stated that it was imperative that old COEs groom other councils so that they are nit stagnant.



Participants rewarded at the certificate presentation ceremony Photo: Cuthbert Mapuranga

Day Five

Day five saw GFPs convening together to map a way forward in light of all the events of the ToT. GFPs were taken through the various M&E tools to be used at each stage of the GL COE process. Participants discussed the stages of the COE process that they were going to undertake and those which GL was to undertake. It was agreed that GFPs would administer the gender scorecard and do the report on Stage two (situational analysis). Stage three of community mobilisation would be done by the GCs. The day also saw Ms Vimbai Njovana of Msasa project come in to highlight that Msasa Project would be collecting a total of 80 'Y' Stories from perpetrators and survivors of GBV in all 10 provinces as part of the GL GBV project. It was imperative that the GCs and GFPs assist them as they conduct this exercise.

Discussions

- Questions rose on how the issues to sensitize the communities in the different wards would be done especially in the rural areas where the communities are far to reach. Suggestions were that the council with the help of GL would sensitize one community; the rest would then be left to council to sensitize.
- For stages four and five GFPs asked if it was necessary for them to identify the topics they can facilitate. This was problematic in that if one person would be good at facilitating one module then it would essentially mean that they would have to move to all prospective COEs. This was not so practical.
- In terms of the availability and remuneration of the GFPs there was a very heated debate with GFPs suggesting that the issue be resolved with Associations. There was need for a circular to be issued to all councils by Ministry of Local Government as well as associations.

- For the purposes of progress it was agreed that between US\$100-150 per day would be ideal.

Over the course of the ToT participants highlighted their experiences as follows:

'I see there are now concrete partnerships between GL and councils. Let us not make gender a separate project. There is need to fuse gender issues into council structures'. **Alex Mandigo, Chegutu Municipality Town Clerk.**

'I learnt that Conflict Resolution should help us identify our problems and how to handle conflict'

'I did not even know what a website is. I now want to embrace this IT technology'. **Helena Mkosana, Councillor Kwekwe City Council**

'I felt challenged by the Pull Her Down Syndrome. Let us help and support each other as well as groom the younger generation'. **Alice Kunhlande, Councillor Chegutu Municipality**

'I have realised I must be gender sensitive in the home and at work as well as respect everyone including women'. **Athanas Chidzurira, GFP, Kwekwe City Council**

Meetings with Donors and Partners

During the course of the ToT, GL CEO Mrs Colleen Lowe Morna, Gender Justice & Local Government Manager, Ms Sifiso Dube and GL Zimbabwe Country Manager, Ms Priscilla Maposa met with various donors and partners to discuss among other issues the ToT, GBV research project and cascading the COEs. These were namely Sida, UNWOMEN, Ministries of Women Affairs, Gender & Community Development and Local Government and Women In Local Government Forum (WiLGF).

Outcomes

Participants acquired skills and knowledge of the COE process on gender mainstreaming in local authorities, how to engage decision makers, how to resolve conflict, to do the action planning that is gender sensitive and to use the monitoring and evaluation tools. Participants also gained an understanding on the use of IT for advocacy.

Next steps

- There is need for the adoption of ZiLGA Gender Policy, Gender Action Plans for long term planning
- There is need for continue capacitating GFPs so that they know exactly their terms of references.
- Establishment of Gender structures (GFPs and Gender Committees) should be a top priority.
- Regular reporting and Monitoring & Evaluation is very necessary.
- Old councils to revisit their action plans and prioritise areas to be addressed
- New councils to go back and discuss way forward with their councils and if possible set aside budgets for gender issues(councils in Zimbabwe are in the process formulating their budgets for 2013

Conclusion and way forward

Ms Sifiso Dube thanked everyone for their commitment and attending this ToT. She encouraged everyone to prepare for next year's summit and to keep helping new councils. Councils were encouraged to prioritise council activities and align these to their action plans.



ANNEXES

ANNEX A: PROGRAMME

**ZIMBABWE TRAINING OF TRAINERS
18 – 21 SEPTEMBER 2012
VENUE –CROWNE PLAZA HOTEL HARARE**

Objectives of the training of trainers

- To provide background on the Centres Of Excellence (COE) process in Zimbabwe and the model of cascading the COEs to other councils.
- To build a core team of gender focal persons and gender champions who will assist in cascading the COE process.
- To develop innovative strategies for putting across key concepts on how to run the workshops
- To share and build the capacity of, gender focal persons and gender champions on the monitoring and evaluation tools of GL that are used at each stage.
- To acknowledge the drivers of change for the COE process.
- To provide a background to the Gender Based Violence (GBV) indicators project in Zimbabwe and how this will fit into the COE process.
- Gender Links (GL) Zimbabwe together with the gender focal persons and gender champions to come up with a plan to roll out each stage for their respective councils (these plans to be recorded and filed by GL Zimbabwe and the councils).

With financial assistance from Sweden



PROGRAMME

NB: From day two, gender focal persons and gender champions from old councils will be paired to run the sessions

DAY/TIME	ACTIVITY	WHO	M AND E TOOLS TO BE USED AT EACH STAGE
MONDAY, 17 SEPTEMBER 2012 Day Zero			
	Travel and arrival of participants	ALL	
Chair – Mr. Duri (UCAZ Secretary General)/Lucia Mkandhla (Women in Local Gvt Forum-Secretary)			
TUESDAY, 18 SEPTEMBER 2012: Overview of the COE process and GBV Indicators Day One			
8:00 – 8:30	Registration	All/GL	
8:30 – 8:45	Ice breaker, welcome and introductions, objectives	GL CEO, Colleen Lowe Morna	
8:45 – 9:00	Remarks from SIDA	Head of Development – Magnus Carlquist	
9:00 – 9:15	Remarks by ZiLGA President	CLlr Chiminya	
9:15 – 9:30	Remarks by the Ministry of Women Affairs, Gender and Community Development	MWAGCD – Programme Officer Ms Magdalene Chavhunduka	
9:30 – 9:45	Opening speech by the Ministry of Local Government	Deputy Director Mr Chiromo	
9:45 – 10:30	Regional context of the COE process: Findings Overview of the ten stage COE process: Cascading- Conceptual Overview and how it is proposed to work in Zimbabwe.	GL Governance Manager –Sifiso Dube Zimbabwe Country Manager- Priscilla Maposa	
10:30 – 11:00	<i>TEA</i>		
11:00 – 13:00	Panel discussion on current COEs: what has worked, what has not worked, how can we do things better	Panellists Mr Mandigo, Mr Mushaya, CLlr Dzuda, CLlr Mugabe, Mr Duri	
13:00 – 14:00	<i>LUNCH</i>		

DAY/TIME	ACTIVITY	WHO	M AND E TOOLS TO BE USED AT EACH STAGE
14:00 – 15:00	GBV Indicators project in Zimbabwe. (Objectives and relationship to COE process)	GL CEO Colleen Lowe Morna	
15:00 – 15:30	TEA		
15:30 – 16:30	GBV Indicators project in Zimbabwe. (Objectives and relationship to COE process)	GL CEO Colleen Lowe Morna	
WEDNESDAY, 19 SEPTEMBER 2012: Detailed Overview of the COE Stages			
CHAIR- CLLR MUGABE (WILGF Chairperson – Rural)/CLLR BANGO Day Two			
8:30 – 9:00	Recap from previous day	Melania Mandeya	
9:00 – 9:45	Stage three: Mobilising SADC protocol village level meeting	Gender Champions - All Councillors from old councils to lead session	Participants list GMDC form KAS form (Knowledge - SADC protocol quiz) Citizens scorecard Workshop evaluation form
	Stage four: inception workshop Key gender concepts (interactive session including roles plays, group work, etc.)	Priscilla Maposa(PM)Anna Murigwa	Participants list GMDC form KAS form LG scorecard
9:45 – 10:45	Gender governance and transformative leadership (interactive session including roles plays, group work, etc.)	Melania Mandeya Oscar Tsvuura Cllr Mwale	Workshop evaluation form Gender aware leadership scorecard
10:45 – 11:00	TEA		
11:00 – 12:00	Conflict resolution (interactive session including roles plays, group work, etc.)	Mr Mandigo	
12:00 – 13:00	Stage five: action planning workshop		Participants list Workshop evaluation form
	Gender policy and planning concepts, including gender budgeting (interactive session including roles plays, group work, etc.)	PM/Audrey Manyemwe/Unity Jaji	Gender aware leadership scorecard
	Gender and the economy (interactive session including roles plays, group work, etc.)		
13:00 – 14:00	LUNCH		
14:00 – 15:00	HIV/AIDS and Care Work		

DAY/TIME	ACTIVITY	WHO	M AND E TOOLS TO BE USED AT EACH STAGE
	(interactive session including roles plays, group work, etc.)	J Mangwiro Pamela ARDCZ Cllr Macharangwanda	
15:00 – 15:30	TEA		
15:30 – 16:30	Local Economic Development (interactive session including roles plays, group work, etc.)	Faimesi Shamhu Miriam ARDCZ Cllr Bango	
THURSDAY, 20 SEPTEMBER 2012: Detailed overview of the COE stages (continued)			
CHAIR- CLLR DZUDA WLGf CHAIRPERSON URBAN/CLLR MACHARANGWANDA Day Three			
8:30 – 9:00	Recap from previous day(Audrey Manyemwe)		
9:00 – 9:45	Sustainable Development and Climate Change (interactive session including roles plays, group work, etc.)	Rosetta Mavi Oscar Tsvuura Cllr Chipembere	
9:45 – 10:45	Gender Based Violence (interactive session including roles plays, group work, etc.)	Owen Gwasira	
10:45 – 11:00	TEA		
11:00 – 11:45	Why a stage six : Why should councils adopt their action plans and why do we encourage them to publically sign a statement of commitment	SD	
11:45 – 12:15	Stage seven : Media skills; campaign planning skills (interactive session including roles plays, group work, etc.)	Thando Makubaza (WIPSU)	Participants list GMDC form Workshop evaluation form
12:15 – 13:00	Stage eight : IT for advocacy (including use of cell phones) (interactive session including roles plays, group work, etc.)	TZ/Angela Shoko	Participants list GMDC form Workshop evaluation form KAS form (Skills form – IT skills)
13:00 – 14:00	LUNCH		
14:00 – 15:00	Discussions from the audience	All	
15:00-15.15	TEA		
15:15- 16:00	Presentation of Drivers of change certificates	Mr Jekemu /Cllr Mugabe/Cllr Dzuda	
16:00 – 16:30	Summary and Closure	SD/PM	
FRIDAY, 21 SEPTEMBER 2012: Working Meeting of Core Facilitators			
8:30 – 9:00	Overview of management issues	SD/PM	
9:00 – 10:30	Group work on M and E forms to be	ALL	Alliance pack

DAY/TIME	ACTIVITY	WHO	M AND E TOOLS TO BE USED AT EACH STAGE
	administered to the community – how best to do this		Protocol, score card
10:30 – 11:00	<i>TEA</i>		
11:00 – 12:00	Bringing all of the M&E together = relooking all of the tools, questions of clarity	SD/PM/TZ	All COE related M&E tools
12:00 – 13:00	Discussion with, gender focal persons and gender champions Roles and responsibilities Clarity on next steps, process issues and closure	SD/PM	
13:00 – 14:00	<i>LUNCH and DEPARTURE</i>		



ANNEX B: PARTICIPANT LIST

GENDER LINKS ZIMBABWE: TRAINING OF TRAINERS 18 – 21 SEPTEMBER 2012 CROWNE PLAZA HOTEL, HARARE

PARTICIPANTS LIST

NAME	SEX F/M	ORGANISATION	DESIGNATION	PHONE	
1. M. Carlquist	M	Swedish Embassy	Head of Development		
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36. A. Paraziwa	F	Hurungwe Council	Soc. Svc Manager	+263773539360	
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57. K. Muwishi	F	Gender Links	Bookkeeper	+263778215089	
58. S. Mudekunye	F	Gender Links			
59. C. Mapuranga	M	Gender Links	Volunteer		

Statistics by gender

Male	18	30.5%
Female	41	69.5%
Total	59	100%

With financial assistance from Sweden



ANNEX C: EVALUATION

Date: 20 September 2012

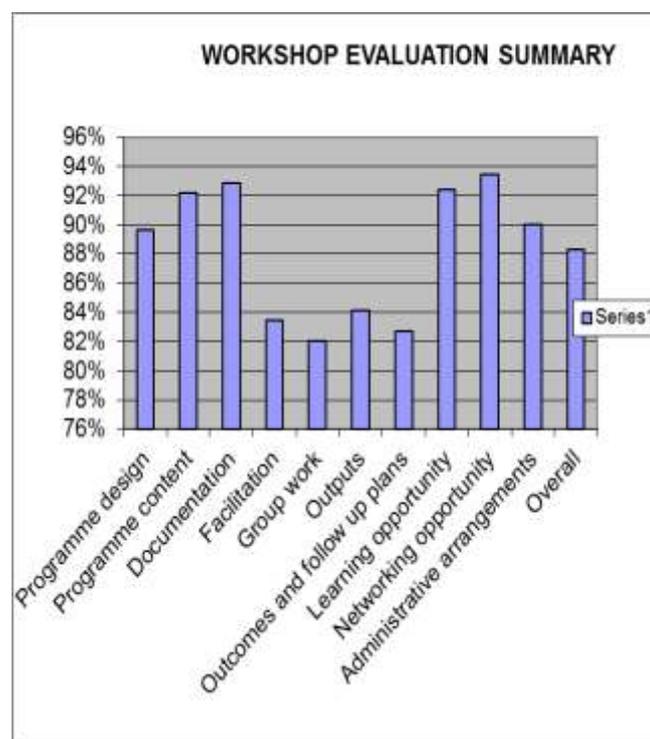
Venue: Crowne Plaza

29 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	28
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	26
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
1	Programme design	90%
2	Programme content	92%
3	Documentation	93%
4	Facilitation	83%
5	Group work	82%
6	Outputs	84%
7	Outcomes and follow up plans	83%
8	Learning opportunity	92%
9	Networking opportunity	93%
10	Administrative arrangements	90%
11	Overall	88%



COMMENTS

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

- All sessions. They were informative.
- Gender Based Violence & IT sessions. I got to learn things previously taken for granted but not quite understood.

- Gender Action Plan. Our council has not yet adopted such plans.
- Session on the SADC protocol. It was something new.
- Climate Change. It tackles a future problem for both males and females.
- Ten stage COE process. It gives direction on how to implement and cascade programme to other councils.

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

- IT for advocacy session. Already aware of and have knowledge on that subject.
- Gender & Climate Change. Difficult to understand the relationship.
- None.

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

- Lobby and engage all relevant stakeholders in the council.
- Incorporate content learnt into council programs.
- Share with my organisation, staff and management and take the information to rural communities.
- Training staff and councillors.
- 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.
- Will apply knowledge in my home, college and at work.

4. Any other comments?

- There is need to improve time keeping..
- The ToT was well organised, educative and well managed.
- Research to find out correct statistics is key as a starting point to tackle the issue successfully.
- GL is doing a lot of good work which encourages transformation in Zimbabwe.
- I hope GL will call us again and we will hopefully meet in South Africa.
- This is a very good programme. Empowerment of our people is critical to development. Keep it up especially Priscilla. There are so many challenges involved in implementing this programme.