

REPORT
Bulawayo Province Hub and Spoke Launch

Country: Zimbabwe

Dates: 4-5 November 2019

Venue: Holiday Inn, Bulawayo



Participants at the Bulawayo Province hub and spoke launch Photo: Tapiwa Zvaraya

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Executive summary

This is a report on the Bulawayo Province hub and spoke programme launch held on the 4th-5th of November 2019 at The Bulawayo Holiday Inn.

The participants of the workshop consisted of, Town Clerks, Town Secretaries, Chief Executive Officers, Mayors, Chairpersons, gender focal persons and Heads of Departments from rural and urban councils from Bulawayo, Matebeleland North and South and Masvingo Provinces. Councils present included **Bulawayo City Council, Hwange Local Board, Lupane Local Board, Victoria Falls Municipality, Nkayi Rural District Council, Plumtree Town Council, Beitbridge Municipality, Gwanda Municipality, and Bikita Rural District Council**. The Minister of State for Bulawayo province, officially launched the programme.

There were 67 participants in attendance, 23 female and 44 male, see **Annex B** for a detailed participants list. The workshop programme is attached as **Annex A**.

Objectives of the launch

Audrey Manyemwe, the Gender Focal Person for Bulawayo City Council gave the objectives of the workshop as follows:

- To get an appreciation of the background to the Centres of Excellence programme for gender mainstreaming in local government.
- To get a deeper understanding of the hub and spoke programme in local authorities.
- To discuss the concept of gender mainstreaming.
- To discuss the concept of gender budgeting.
- To review action plans.

She further stated that "Bulawayo City Council takes each and every opportunity to learn and will make use of the lessons from other councils".

Process and Activities

The hub and spoke launch was characterised by presentations and plenary discussions by participants. The Director of Ceremonies Bongwiwe Ngwenya facilitated introductions for all the councils present and outlined the programme in brief.

Welcome and opening remarks

The mayor of Bulawayo City Council, Councillor Solomon Mguni welcomed all the councils and officials to Bulawayo. He thanked Gender Links (GL) for organizing the workshop and recognizing Bulawayo City Council as a hub council. Mguni said, "We are humbled to be chosen as a hub council and this workshop gives us the opportunity as a council and other councils here present to share lessons learnt". He expressed his happiness that gender equity and social inclusion efforts are being strengthened in Bulawayo City Council.



Councillor Solomon Mguni, Bulawayo City Council Mayor giving opening remarks Photo: Tapiwa Zvaraya

Background to the Centres of Excellence Programme

Priscilla Maposa gave a background of the Centres of Excellence (COE) programme. She highlighted that the COE programme was a process that brings together policies and their

implementation for engendered service delivery. Maposa stated that the programme piloted in Zimbabwe in 2010 after a research that identified gaps in the gender and local government field particularly that there were no practical steps being taken to mainstream gender at the local level. As such it was essential for local authorities to formulate gender related policies and include gender in the councils' agenda. Maposa stated that the Centres of Excellence programme was now being implemented in all the 92 local authorities in Zimbabwe, all of whom had developed and were implementing their gender action plans.

Maposa described the 10-stage process, stating that councils are constantly monitored and evaluated for progress, particularly during the summit, held annually where all the councils' performances are rated by independent adjudicators. Councils are then awarded with colour coded certificates ranging from blue, green, bronze, silver, gold and platinum based on their score. She encouraged all gender focal persons to share all correspondence from Gender Links. Regarding the participation of women in political decision making she stated that the proportion of women had steadily declined from 18% in 2008 to 16% in 2013 and 14% in the 2018 elections.

Maposa also highlighted the achievements of the COE programme to date as follows:

1. High level support from the Ministry of Local Government Public Works and National Housing.
2. Ministerial Directives that have led to gender being built into the job descriptions of Town Clerks and Chief Executive Officers.
3. Councils are now setting aside budgets for gender.
4. Some councils have developed stand- alone gender policies namely Bulawayo City Council, Victoria Falls Municipality and Bikita Rural District Council amongst the councils present at the workshop.

Zimbabwe hub and spoke programme

Priscilla Maposa, the Gender Links Country Manager gave a narrative of the hub and spoke programme. She stated that the programme was a new model of the COE programme which came about after an evaluation of the COE programme in 2016. The evaluation recommended:

1. A programme where the stronger councils would provide mentorship to the other councils.
2. A focus on depth rather than breadth which emphasized on strengthening the programme by equipping the stronger councils with relevant skills to mentor other councils.
3. That Gender Links works in new thematic areas in line with the SDGs including Sexual Reproductive Health Rights.
4. Working with other target groups to enhance citizen participation particularly youths and junior councils.

Maposa specified that the hub and spoke programme sought to promote learning and sharing through exchange visits, benchmarking, and multi-stakeholder partnerships on specific service delivery themes. The ultimate goal was to enhance gender responsive service delivery and accountability. She highlighted that Gwanda Municipality is the hub council for Matebeleland South urban councils.

She went on to encourage both hub and mentee councils to work together. The responsibilities of being a hub were on a rotational basis such that even mentee councils would be hub councils depending on their performance during this period. Maposa thanked the hub and

spoke councils for the in-kind contributions they were making towards the programme and its activities. She encouraged all councils to have a gender library.

Hub presentation by Bulawayo City Council

Bulawayo City Council Gender Focal Person, Audrey Manyemwe made a presentation on behalf of the council highlighting the council gender mainstreaming activities. Bulawayo City Council was one of the pioneer councils to the COE programme, starting off with a baseline score of 53%. Through participation at the summits and other institutional changes, the council has improved to become a hub council whose average score is 80% as adjudicated at the 2017 summit.

Manyemwe stated that Bulawayo City Council has managed to achieve a number of milestones whilst mainstreaming gender as follows:

- Adoption of Gender and disability policies (2017).
- Council now has a dedicated entrepreneurship programme for its residents through the council vocational and skills training centre. This was inspired by the Gender Links entrepreneurship programme with survivors of Gender Based Violence, which the council participated in. The vocational centre has 130 beneficiaries currently. Only 7 of these are men.
- Council is also in the process of having a stand-alone gender functionary/office.

Manyemwe concluded by saying the council was continuing to work on improving its gender mainstreaming activities and continues to learn from other councils despite being a hub.

Keynote address from Minister of State for Bulawayo Province

The Minister of State for Bulawayo Province Honourable Judith Ncube gave the keynote address in which she commended the work that Bulawayo City Council was doing to ensure gender was being mainstreamed in council. Officially launching the Bulawayo Province hub and spoke programme. Ncube reiterated her pleasure at being asked to launch the programme for Bulawayo Province. She stated that to attain gender equality there was need for a multi-sectorial approach as well as a unity of purpose amongst all the players in the country. "Zimbabwe as a nation is also signatory to the attainment of the Sustainable Development Goals (SDGs) and in particular goal number 5 on gender equality and development. All line ministries through the guidance of the Ministry of Women Affairs, Community, Small and Medium Enterprises remain committed to attaining the same in various portfolios", she said. She implored local authorities to build on the Zimbabwe Gender Policy for the attainment of gender in line with the national and international 2030 visions. She thanked GL for standing steadfast in supporting and strengthening gender mainstreaming in local authorities.



Judith Ncube, Minister of State for Bulawayo Province launching the hub and spoke programme
Photo: Tapiwa Zvaraya

Ncube reiterated that the work GL has been doing over the years in advancing gender mainstreaming in service delivery is evidenced by the birth of a successor to the COE programme in the Hub and Spoke programme. "As government, we are happy that Gender Links is extending the Centres of Excellence programme through the Dura/Isiphala model that

promotes learning and sharing amongst local authorities”, she said. It was her hope that the collaboration with GL would continue to grow in the local government sector.

Presentation of Hub Certificates

The 2 hub local authorities present at the workshop i.e. Bulawayo City Council and Gwanda Municipality, were presented with their certificates of recognition and outstanding work in the Centres of Excellence programme.

Gender Mainstreaming

Priscilla Maposa made a presentation on gender mainstreaming. She defined gender mainstreaming as the **process** of assessing the implications for women and men for any planned action in all areas and at all levels. For the benefit of other participants Maposa defined **gender** and **sex**.

Participants had an in-depth discussion on how to improve service provision in councils. They cited community awareness and mobilization as important and integral to improving service provision. Participants also discussed the gender implications on public lighting, land use planning, waste management and local economic development.



Arnold Mtuke, Bikita RDC discussing the gender implications of sewer reticulation Photo: Tapiwa Zvaraya

Through all the discussions Maposa highlighted that gender mainstreaming was a necessity in councils as local authorities gave basic services which affected women and men differently.

Local Authorities present gave examples of gender mainstreaming initiatives in their local authorities. **Victoria Falls Municipality** are encouraging women to apply for jobs that are usually deemed to be for men. **Hwange Local Board** is buying sanitary-ware for school children. They are also ensuring that people have access to land including vendors. **Gwanda Municipality** is working on issues around curtailing gender-based violence as well as engagement with the youth through junior councillors. **Lupane Local Board** has nutritional gardens. The council has also partnered with the Ministry of Health for the provision of safe shelters. In **Beitbridge Municipality** they have made the gender-based violence campaign an annual event. The council has developed a sexual harassment policy. **Bikita Rural District Council** has been mainstreaming gender by having a stand-alone policy on gender, their main concern was on documentation of the work they were doing as council to enhance visibility. **Plumtree Town Council** is engaging a partner for the harnessing of solar energy with the aim of establishing a solar power plant that will enable the town to be energy efficient. **Nkayi Rural District Council** highlighted that they were mainly doing the same mainstream activities as others, the only loophole was that there was no visible documentation of their work on the ground and this needed to improve.

Gender Responsive Budgeting

Tapiwa Zvaraya presented on gender budgeting, defining **gender budgeting** as a variety of processes and tools which aim to enable a gender impact assessment of government budgets including local government. It's an analysis of budgets, both income and expenditures, from a gender perspective, that identifies the implications for women and girls as compared to men and boys. While stating the benefits of gender budgeting, Zvaraya commended local authorities for budgeting for gender highlighting that they should include some parts of their

action plans in the budget process. The topic on Gender Responsive Budgeting came at an opportune time when local authorities were doing budget consultation meetings. Zvaraya urged local authorities to think through their budgeting in relation with the gender situation in their localities. He stated that councils needed gender knowledge, budget knowledge and issue/sector specific knowledge to enable them to develop a gender responsive budget.

Presentation on Sustainable Development Goals

Priscilla Maposa introduced the topic on the Sustainable Development Goals (SDGs). She outlined that the SDGs are the blueprint to achieve a better and more sustainable future for all. They address the global challenges we face, including those related to poverty, inequality, climate change, environmental degradation, peace and justice. The Sustainable Development Goals succeeded the Millennium Development Goals (MDGs). Maposa stated that unlike the MDGs which were solely meant for the developing world the SDGs are global and for all states.

She presented some achievements that the MDGs realized notably **67% reduced extreme poverty, 60% reduced maternal and child, new HIV infections fell by 40%** among others. Maposa reiterated that the SDGs have 17 goals, 169 targets and 230 indicators. She also pointed out that some targets which were part of the MDGs are also part of the SDGs. These include **Gender Equality, Poverty Reduction, Partnerships Building and Environmental Sustainability** among others. The SDGs are being implemented in 189 countries. Participants were engaged more in the SDGs. While there were many views on which SDG was most important participants singled out the SDG on Climate Change as an important goal. This came in the wake of Cyclone Idai which affected the Manicaland province. Participants highlighted the need for the development of policies that will enable residents and council to protect the environment. Participants highlighted that there was a need for local authorities to customize their climate policies in accordance with the National framework and be able to come up with disaster management plans that would help raise awareness and build the capacity of local residents on environmental protection and disaster management.

Participants concluded that the SDGs' interconnectedness clarifies the importance all the targets have on achieving sustainability by 2030 as no one SDG can address all the challenges but in trying to achieve one or more targets invariably leads nations and local authorities to address other challenges being addressed by the SDGs.

Action Planning

Tapiwa Zvaraya led participants through the presentation on action planning. This served as a basis for the guidance for local authorities to review their action plans. Zvaraya urged local authorities to implement the action plan. The action plan serves as a basis for the monitoring and evaluation of gender activities in the council. There was an in-depth discussion of **baselines, indicators and outputs** as well as how to differentiate these terms. Zvaraya pointed out that in as much as Gender Links was facilitating the development and review of action plans, councils should take ownership of their action plan and align it to other council policy documents. This will aid the integration of gender responsive service delivery in councils.

Outputs

All the councils present reviewed their action plans as follows.

- Beitbridge Municipality.
- Bikita Rural District Council
- Bulawayo City Council
- Gwanda Municipality

- Hwange Local Board
- Lupane Local Board
- Nkayi Rural District Council
- Plumtree Town Council
- Victoria Falls Municipality

Way Forward

As a way forward council gave their suggestions on what needed to be done on the future of the hub and spoke programme. Local authorities saw the need to review the gender action plan regularly as a top priority. They also agreed that there was need for more sensitization on gender issues. Councils were also urged to continue documenting their best practices.

Closing Remarks

The Town Secretary for Plumtree Town Council, Davis Luthe in his closing remarks thanked everyone for their support, commitment and for being interactive. He urged all councils to ensure that they drive the gender processes in council.



Davis Luthe, Plumtree
Town Council Secretary
giving closing remarks
Photo: Tapiwa Zvaraya

ANNEXES

Annex A: Programme



DAY/TIME	ACTIVITY	WHO
DAY 1		
8:00 – 8:30	Registration	Gender Links/ Councils
8:30 – 8:45	Introductions	Director of Ceremonies
8:45 – 9:00	Welcome Remarks	Mayor of Bulawayo City council- S. Mguni
9:00- 09:15	Objectives	Hub Council
9:15 - 09:30	Background to the Centres of Excellence programme for gender mainstreaming in local government	Gender Links
0930: - 10:00	Hub & Spoke Programme What is the hub & spoke? What has been done to date?	Gender Links
10:00-10:20	Presentation from Bulawayo City Council	Bulawayo City Gender Focal Person
10:20- 10:30	Remarks from Ministry of local government	Acting Provincial Development Coordinator- Ms K. Ncube
10:30 - 11:00	Keynote address Launch of Hub & Spoke programme and presentation of Certificates to Hub councils	Minister of State for Bulawayo Metropolitan Province -Hon J. Ncube
11:00-11:05	Vote of Thanks	Gwanda Municipality Mayor
11:05-11:30	TEA	All
11:30 - 12.30	Gender Mainstreaming What is gender mainstreaming? How do we mainstream gender? Case studies from councils	Gender Links
12:30-13:00	Discussion	All
13:00 – 14:00	LUNCH	All
14.00 - 14:30	Gender Budgeting What is gender budgeting? How can councils ensure their budgets are gender sensitive? Case studies from councils	Gender Links
14:30-15:30	Action Planning	All
15.30 - 16:00	Sustainable Development Goals	Gender Links
16:00 - 16:30	Closure	All
DAY 2		
8:00 – 8:30	Registration	Gender Links/ Councils
8:30- 09:00	Action Planning Framework	Gender Links

DAY/TIME	ACTIVITY	WHO
9:00 - 09:30	Action Planning Framework presentation	Gender Links
0930: - 11:00	Development of Council Action Plans	All
11:00-11:30	TEA	All
11:30 - 13.00	Development of Council Action Plans	All
13:00 – 14:00	LUNCH	All
14.00 - 15:00	Development of Council Action Plans	All
15:00-15:30	Presentation of Action Plans by Councils	All
15.30 - 16:00	Way forward	All
16:00 - 16:30	Closure	All

Annex B: Participant List

GENDER LINKS ZIMBABWE
4-5 November 2019
Holiday Inn, Bulawayo

DAILY REGISTRATION FORM

Name	Sex	- 18	18- 25	26- 40	41- 50	51- 60	60 +	Organization	Designation	Email	Cellphone
Bigboy Magalane	M							Plumtree Town Council	Councillor	-	+263777717028
Herod Moyo	M							Plumtree Town Council	Director of Housing	moyoherod@gmail.com	+263772994456
Davis D.Luthe	M							Plumtree Town Council	Town Secretary	davisluthe@gmail.com	+263772570851
Nhlanhla Sibanda	M							Plumtree Town Council	A/Director Engineering	nhlanhlasibanda77@gmail.com	+263774407185
Khumbulani Ncube	M							Plumtree Town Council	A/Town Council Treasurer	khumbu175@gmail.com	+263772453121
Wetani Munkuli	M							Plumtree Town Council	Internal Auditor	munkuliwetani@gmail.com	+263774787654
Grace Moyo	F							Plumtree Town Council	Economic Development officer	grace.sibanda77@gmail.com	+263782412920
Yvonne Nyoni	F							Plumtree Town Council	Nurse in Charge	yvettepnyoni@gmail.com	+263775298577
Elvis Maphosa	M							Plumtree Town Council	Principal auditing officer	maphosaelvis@gmail.com	+263772260163
Nappy .M. Moyo	F							Municipality of Gwanda		machinyann@gmail.com	+263775042893
Agnes Tore	F							Beitbridge Municipality	Councillor	agnestore@gmail.com	+263775146837
Morgan Ncube	M							Beitbridge Municipality	Mayor	clrmorganncube@gmail.com	+263772654639
Takavingei Mahachi	M							Beitbridge Municipality	Councillor	dr.tmahachi@gmail.com	+263777615903
Kholwani Mangena	F							Victoria Falls	CS	kmangena@fm.co.zw	+263772336786

Name	Sex	- 18	18- 25	26- 40	41- 50	51- 60	60 +	Organization	Designation	Email	Cellphone
Simulo Ndlovu	M							Plumtree Town Council	Councillor	simulondlovu@55gmail.com	+263772851417
Audrey Manyemwe	F							City of Bulawayo	Gender Focal Person	amanyemwe@citybyo.co.zw	+263772852283
Bongiwe Ngwenya	F							City of Bulawayo	PRO	bngwenya@citybyo.co.zw	+263772979949
Tennyson Mpunzi	M							City of Bulawayo	A\DFD	tmpunzi@citybyo.co.zw	+2630778611333
Phakamile Ndebele	M							Municipality of Gwanda		pndebele02@yahoo.com	+263775782046
Priscillar Nkala	F							Municipality of Gwanda	Town Clerk	gwandatownclerk@gmail.com	+263778812822
Daniel Muleya	M							Beitbridge Municipality	Councillor	danmuleya69@gmail.com	+263775538227
Loud Ramakagpola	M							Beitbridge Municipality	Town Clerk	townsecretary@beibridgetc.co.zw	+263772281963
Solomon M	M							City of Bulawayo	Mayor	mayor@citybyo.co.zw	+263772131767
Jastone Mazhare	M							Municipality of Gwanda	Mayor	jastonemazhare@gmail.com	+263773668241
Nqobile.O.Mabhena	M							Hwange Local Board	Board Chairman	nqoe72@gmail.com	+263775277691
Edwin Sibanda	M							City of Bulawayo	Director	esibanda@citybyo.co.zw	+263772881581
Benita Moyo	F							Hwange Local Board	Gender Focal Person	bmoyo@hwangetown.co.zw	+263772166130
Makhosi T	M							City of Bulawayo	Human Capital Director	mtshalebwa@citybyo.co.zw	+263777958363
Simela Dube	M							City of Bulawayo	Director .Eng. Services	sdube@citybyo.co.zw	+263777161246
Ndumiso Mdlalose	M							Hwange Local Board	Town Secretary	nmdlalose@hwangetown.co.zw	+263782735896
Kelvin B	M							Nkayi RDC	Accountant	k.bmoyo@outlook.com	+263774610745
Felisizwe Lunga	F							Nkayi RDC	AEO Administration	fellylunga77@gmail.com	+263774713205
Elvis Nkomo	M							Nkayi RDC	HR Chairperson ,Councillor	-	+263778942769
Jameson J Mnethwa	M							Nkayi RDC	Council Chairperson	-	+263716387591

Name	Sex	- 18	18- 25	26- 40	41- 50	51- 60	60 +	Organization	Designation	Email	Cellphone
Bryce Banda	M							Nkayi RDC	Health Admin	btycebanda@gmail.com	+263775869219
Sihle Mloyi	F							Nkayi RDC	Librarian	sihle-mloyi@yahoo.com	+263779154514
Zimbabwe Ndhlovu	M							Nkayi RDC	C.E.O	ndlovuz@yahoo.com	+263772144622
Sheila Rudzuna	F							Victoria Falls Municipality	Gender Focal Person	srudzuna@vfm.co.zw	+263772323805
Patricia Vahli	F							Beitbridge Municipality	SIC	pvahli@gmail.com	+263773457436
Ofhani Munyai	M							Beitbridge Municipality	EHT	ofhani.munyai@gmail.com	+263774320801
Sikhanyiso Sibanda	F							City of Bulawayo	Skills trainer	ssibanda27@gmail.com	+263772402761
Marilyn S. Nyoni	F							Municipality of Gwanda	GFP	marilynsnyoni46@gmail.com	+263773886782
Munyaradzi Chitsunge	M							Beitbridge Municipality	Councillor	mchitsunge@gmail.com	+263772819240
Namatayi Chakara	F							Bikita RDC	GFP	gezeranama@gmail.com	+263773652730
Peter Chibhi	M							Bikita RDC	CEO	chibhipeter@gmail.com	+263783769796
Arnold Mtuke	M							Bikita RDC	Engineer	arnoldmtuke@gmail.com	+263773205710
Sarah Mandiki	F							Bikita RDC	Councillor	-	+263778265029
Brian Nyamande	M							Victoria Falls Municipality	Director of Housing	bnyamande@vfm.co.zw	+263776082910
Fanisani Dube	M							Plumtree Town Council	Council Chairperson	fanidube09@gmail.com	+263783363561
Tsitsi Nleya	F							Lupane Local Board	Treasurer	lupanelocalboard@gmail.com	+263775702906
Sithandile Tshuma	F							Lupane Local Board	A/Admin and HR officer	stshuma76@gmail.com	+263772462617
Monica Ngwenya	F							Lupane Local Board	Chairperson	monicangwenya18@gmail.com	+263774007800
Freedom Sibanda	M							Lupane Local Board	A/Town Secretary	lupanelocalboard@gmail.com	+263772636882
Linda Ncube	F							Lupane Local Board	GFP	lincube@gmail.com	+263713919856
Never Mavhuma	M							Bikita RDC	Treasurer	nmavhuma@bikitardc.co.zw	+263718286731

Name	Sex	- 18	18- 25	26- 40	41- 50	51- 60	60 +	Organization	Designation	Email	Cellphone
Magic M. Shoko	F							Beitbridge Municipality	GFP	mshoko@beitbridge.co.zw	+263773048731
Sathulani Moyo	M							Municipality of Beitbridge	Director Admin and HR	smoyo@beitbridge.co.zw	+263775478503
Victor Mudimbi	M							Hwange Local Board	Building Inspector	victormudimbi@gmail.com	+263773136087
Pricinah Ncube	F							Hwange Local Board	GFP ,Admin Department	pncube2hwangetown.co.zw	+263773136087
Somveli Dhlamini	M							Victoria Falls Municipality	Mayor	somvelidhlamini@gmail.com	+263773435152
Ronnie Dube	M							Victoria Falls Municipality	Town Clerk	rdube2vfm.co.zw	+263772319948
B.Masakadze	M							Bikita RDC	council Chairperson	bmasakadze@gmail.com	+263775736592
Morgen Madhura	M							Bikita RDC	EO Social Services	madhuramorgen@yahoo.com	+263772245205
Easeburn Chivasa	M							Bikita RDC	Councillor	-	+263773653118
Simbarashe Taruvinga	M							Bikita RDC	Councillor	kunashesimbarashe@gmail.com	+263772918107
Ignatius Mtatenga	M							Bikita RDC	Councillor	-	+263773363523
Maxwell Washaya	M							Plumtree Town Council	Councillor	-	+263716351683

Attendance by sex

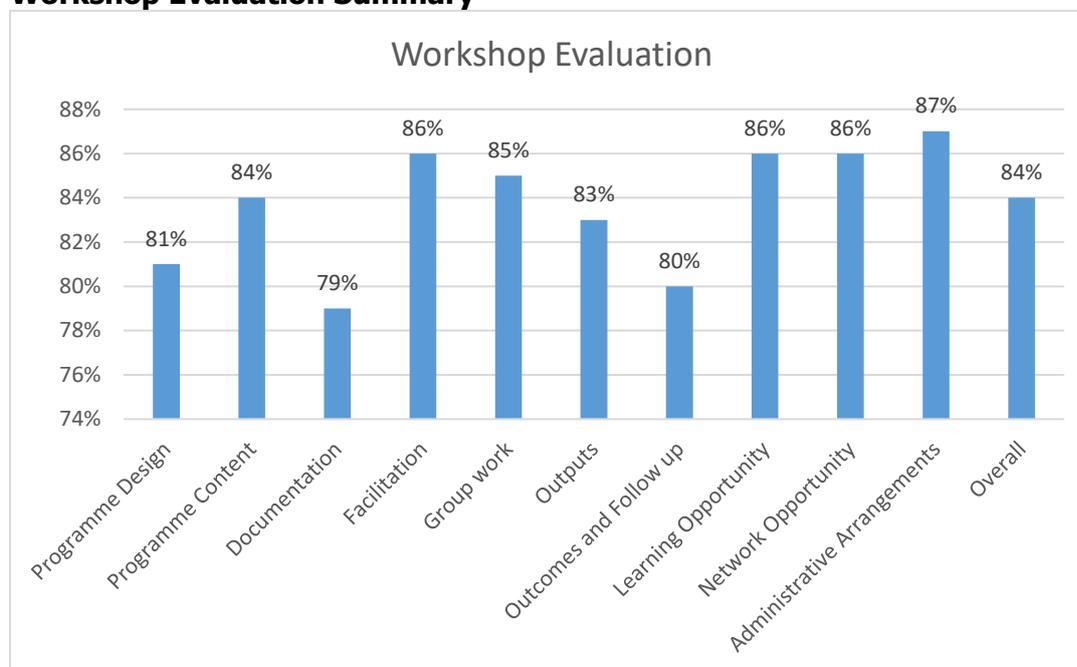
Female	23	34.3%
Male	44	65.7%
Total	67	100%

Annex C: Evaluation

Date: 4 November 2019

Venue: Holiday Inn, Bulawayo

Workshop Evaluation Summary



At the end of the meeting, participants were asked to evaluate the meeting. Results, show that overall, 84% of the participants were satisfied with the workshop. Generally, participants' level of satisfaction ranged from 79% on group work to 87% on administrative arrangements. 86% of participants were also satisfied with the facilitation skills. 86% also viewed this as a learning and network opportunity. 85% of participants were satisfied with the group work. 84% were satisfied with the programme content, 83% of participants were satisfied with the outputs. Only 81% were satisfied with the design of the programme whilst 79% were satisfied with the documentation.

COMMENTS

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

- All sessions were useful
- Gender mainstreaming and Hub and Spoke Launch program as well as formation of action plans.
- Gender mainstreaming budget and budget of planning, monitoring and evaluation and time frame.
- Definition of gender, sex terms. It gave a clarification on how i could apply and complete my action plan properly.
- It's the background of COE because I now have a clear understanding of gender issues.
- On SDGs as they are key to national development.
- Crafting of Action plans as a group.
- Development of council action plan I got to know how to come up with our own development plans.

- The session on gender mainstreaming and how councils can mainstream gender in relation to service delivery.
- Gender mainstreaming because of the inclusion of women in decision-making.
- Hub and spoke program. It explained the formulation of the program and its importance in gender mainstreaming in local authorities.
- Development of action plans. Participation by senior management was very impressive.
- Hub and spoke was an eye opener. It promoted working together in order to share experiences.
- Action planning. It gave us directions on how to come up with good actions plans.
- Gender knowledge and budgeting. It extended my knowledge in terms of understanding the budgeting for gender activities.
- Action planning network presentations. Participants were able to use life examples making appreciation easy
- Gender Responsive budgeting enhances effective, efficient and inclusive use of scarce council resources.
- Gender mainstreaming. It was very useful and informative.
- Background to the COE programme.
- Presentations were practical.
- Gender mainstreaming was the best as it enlightened me as a GFP on how I should train others.
- Formulation of action plans. This session was more practical
- "Gender mainstreaming and budgeting. These are cross cutting issues "
- The whole programme was useful to me especially the Hub and Spoke program. I understood what it is and how it works.

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

- Gender responsive budgeting.
- None. All sessions were useful because they were all gender centred.
- The development of action plans. Many councils did not have detailed action plans.
- Sexual harassments because it's difficult to prove.
- SDGs, failed to link them with the whole programme.
- Action plan documentation was time consuming. Councils should have brought written action plans.
- Gender mainstreaming. The session lacked the practical part where councils could demonstrate how to mainstream their activities

3. How did the workshop contribute to learning and or sharing? Please give examples.

- The workshop was enlightening on gender issues that were largely overlooked.
- The workshop opened my understanding of gender issues e.g. gender action plans
- Contributions and sharing of ideas was fair.
- I learnt a lot and i found it useful to be gender balanced across everything which we were doing.
- Presentations included the differences of long-term goals as compared to output and experiences from other stakeholders became an eye opener.

- Firstly, an appreciation on the gender issues. We managed to identify gender gaps in our strategic plans.
- It was useful in the sense that we managed to clarify grey areas in the action plan.
- We got a chance to interact and know how other councils are implementing their plans.
- Through presentations by various local authorities. The inputs and allowance given to ask questions was excellent. It really helped in sharing.
- We were equipped with skills to handle other sensitive matters e.g. GBV in communities.
- Gained knowledge on the importance of SDGs for planning. It also brought consciousness on gender mainstreaming in planning and gender budgeting.
- It created a platform for us to interact with other councils.
- Learning of best practices from other local authorities
- Best practises were picked up from other councils.
- There was sharing of ideas with other councils.
- Improved understanding on gender mainstreaming.
- It contributed to a larger extent since we are now aware that we need to include gender issues in budgeting as well as environmental issues.
- Group work. Everyone had an opportunity to contribute and express their views.
- Peer education and networking resulted in sharing of experiences and successes and challenges.
- We learnt good practises from other local authorities especially from the presentation by Bulawayo.

4. How will you apply this?

- We will sensitize our departments and put gender issues into all areas such as budgeting, employment and other spheres.
- By incorporating this in our council budget.
- The council will first apply this and then we will table it at committee stage and social services.
- Implementing and reviewing the RDC Action planning informatively.
- We will put these issues that we learnt into action and try to redress gender imbalances.
- Will share other views shared with my stakeholders.
- We will come up with a plan on gender mainstreaming.
- Will copy other councils such as Bulawayo.
- Improving the action plan and aligning with the budget.
- Will apply these lessons learnt and I know it will help us perfect our action plans.
- We are going to nominate gender champions.
- I will take back what I have learnt e.g. gender focal person's aspects as this makes the work of GFP easy.
- By imparting knowledge to other departmental focal persons which were not present.
- Will organise capacity building programs on gender within council.
- To involve women to participate in committees.
- We are going to do awareness programs in our rural areas to uplift the lives of women
- Inclusion of SDGs in 2020 action plans.
- By interacting with other local authorities.

- Will use all what was shared to come up with good action plans.
- Adopt best practices.
- I am going to ensure that council drafts policies that are gender sensitive.
- I will contact other councils who have presented their best practises for guidance.
- Implementation of best practises in our council.
- We will include issues learnt in our plans.
- By reviewing council documents and aligning them with gender issues.
- Through look and learn visits.
- Will include gender sensitive budget in the 2020 council budget.
- I will use knowledge gained to influence change in my council.
- Incorporate gender mainstreaming into local authority's strategic plan and other policies.

5. Any other comments?

- The programme should be developed to local authorities so as for everyone to have an appreciation of the Gender mainstreaming issues.
- Good and excellent.
- These kinds of workshops are very important. If they keep on going, they will build us a lot.
- Encourage councils to take gender ideas seriously so that we try and achieve goal number 5 and that councils should renew their action plans every 6 months.
- If we could get half yearly review meetings to capacitate the GFPs in the implementation of their duties and this helps build confidence to improve on presentation skills.
- Thank you for such a wonderful workshop. Hope you will conduct much more of them.
- This workshop should be done quarterly to review performance.
- Action plans need to be reviewed annually.
- More time is needed to make excellent presentations.
- The workshop was well positioned as councils were financing their 2020 budgets.
- Keep up the good work Gender Links.
- The program was quite insightful and fun yet educative
- Workshops like these should be done at least twice every year
- There is need for an evaluation workshop after this one
- The workshop was informative. Gender issues have to be included in our budgets as these are cross cutting issues.
- Gender mainstreaming is a process, hence continued sustained training and capacity building is needed. Bringing local authorities together to share gives opportunity for sharing and learning from others.
- I wish if the workshop had taken more days for learning period.