

**REPORT**  
**Mashonaland East Province Hub and Spoke Launch**

**Country: Zimbabwe**

**Dates: 27 February 2020**

**Venue: Cresta Lodge Masasa, Harare**



**Participants at the Mashonaland East Province hub and spoke launch      Photo: Tapiwa Zvaraya**

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## **Executive summary**

This is a report on the Mashonaland East Province hub and spoke programme launch held on the 27<sup>th</sup> of February 2020 at Cresta Lodge Masasa, Harare.

The participants of the workshop consisted of, Chief Executive Officers, Chairpersons, gender focal persons and Heads of Departments from all rural councils from Mashonaland East Province.

There were 51 participants in attendance, 16 female and 35 male, see **Annex B** for a detailed participants list. The workshop programme is attached as **Annex A**.

## **Objectives of the launch**

Constance Chinyemba, the Gender Focal Person for Goromonzi Rural District 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.

## **Process and Activities**

The hub and spoke meeting was characterized by presentations and plenary discussions by participants. The meeting came against the background of a study visit by Gender Links head office and country managers to Murehwa RDC. This study visit was inspired by the work Mashonaland East Hub and Spoke councils were doing which have paved way for the growth and improvement of the Hub and Spoke programme in Zimbabwe.

## **Welcome and opening remarks**

Priscilla Maposa, the Gender Links Zimbabwe Country Manager welcomed everyone to the workshop. She thanked everyone for leaving their busy schedules to attend this launch. Maposa facilitated introductions of everyone.

## **Engine, Steering Wheels and Boot**

Participants did the engine, steering, wheels, and boot exercise to help determine the roles and responsibilities of each individual in the council. Participants were able to distribute themselves into these groups and highlight the importance of each part of the car. Through the exercise, participants stated that the council was like a car whose parts were interconnected thus enabling it to function properly. The exercise taught participants that each individual had a distinct role in the functioning of the council. It also taught them the importance of the separation of duties amongst colleagues.



Participants commenting on the role of the wheels  
Photo: Tapiwa Zvaraya

## Background to the Centres of Excellence Programme

Maposa gave a background of all the Centres of Excellence (COE) programme. She explained that the COE programme was initiated as a result of local government research that identified gender gaps within the local government arena which needed addressing. She reiterated that Gender Links Zimbabwe GLZ was now working with all the 92 local authorities in Zimbabwe under the COE programme. She went on to explain the Gender Links programmes for the benefit of participants who were not in the know namely:

1. Gender and Governance.
2. Gender and Media.
3. Gender and Justice.
4. SADC Protocol on Gender and Development.

Maposa explained the 10-stage process, stating that councils are constantly monitored for progress, particularly during the summit, held annually where all the councils' performances are rated by independent adjudicators. Councils are then awarded colour coded certificates ranging from blue, green, bronze, silver, gold and platinum based on their score. She urged councils to participate at the national summits as it was an opportunity for councils to learn from other councils.



Priscilla Maposa explaining the COE process Photo: Tapiwa Zvaraya

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

1. High-level support from the Ministry of Local Government and Public Works.
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. The gender progress score for councils has increased from 61% at baseline to 67% currently.
5. The gender progress score for Hub councils has increased from 66% at baseline to 75% currently.
6. The gender progress score for hub councils has increased from 56% to 63%.

Regarding the participation and representation of women in politics, Maposa stated that the number of women continues to decline with every election. However, Gender Links in partnership with the Zimbabwe Gender Commission and Women in Local Government Forum had convened a technical meeting to discuss the Constitutional Amendment Bill number 2. The discussions culminated in the development of a position paper for the inclusion of women in local government in the Constitution. It also resulted in the development of a Women in Local Government Forum action plan which will drive the lobbying and advocacy efforts around the Constitutionalization of local government. Maposa urged all the participants to contribute to the lobbying and advocacy efforts for temporary special measures for local government.

## Zimbabwe hub and spoke programme

Priscilla Maposa explained 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 strengthening the programme by equipping the stronger councils with relevant skills to mentor other councils.
3. 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 explained 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 stated that local authorities would take turns to assume the hub position on an annual basis.

### **Gender Mainstreaming**

Prior to the presentation on gender mainstreaming participants watched the video of the Hub and Spoke study visit to Murehwa RDC in January 2020. The video outlined the progress of the Hub and Spoke programme to date.

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. Maposa reiterated the need for mainstreaming gender in all council departments.

Participants drew lessons from the discussion as they managed to highlight the gender implications on refuse collection, water management, and land use planning. Maposa highlighted that these activities had an impact on both women and men, thus careful consideration ought to be made when planning for these services. She encouraged all departmental heads to take into consideration the gender implications of any council intervention.

Local Authorities made presentations on how they are mainstreaming gender in their institutions. **Murehwa Rural District Council** Gender Focal Person highlighted the council's progress as a Centre of Excellence council. She highlighted the institutional changes that the council has gone through. These include but not limited to the existence of a gender committee, formulation and review of the council gender policy, the council has also formed ward-based gender committees. As the coordinating Hub council, Murehwa has managed to convene quarterly strategic meetings with the spoke councils. Murehwa RDC has embarked on various empowerment programmes like a revolving fund for women. The council has also managed to train 30 survivors of gender-based violence in life and entrepreneurial skills. The council also works with a junior council who is active in a number of issues including advocacy around Sexual and Reproductive Health and Rights.

Other Spoke councils stated that they had copied a lot of their work from Murehwa RDC, thus the councils are improving their gender mainstreaming efforts through the Hub and Spoke programme. Below are some of the gender mainstreaming initiatives from the Spoke councils.

**Mudzi Rural District Council** stated that they have a gender committee at the district level which is composed of technocrats. The council also has a gender policy in place. Women's views are incorporated in terms of stand allocations and land use planning. On refuse collection, the council works with women who are managing the refuse collection. Regarding employment, the council flights advertisements seeking to redress gender imbalances by inviting women to apply for positions in the council.



Mudzi RDC officials receiving the council's COE recognition certificate Photo: Tapiwa Zvaraya

**Manyame Rural District Council** has established a gender policy that is currently being reviewed. The council has also formulated a Sexual Harassment Policy. The council holds regular Gender Based Violence Campaigns. In terms of local economic development, the council is upgrading its vegetable and flea markets. Manyame has also embarked on study visits to China to learn how the council can manage its waste.

In **Uzumba Maramba Pfungwe Rural District Council** there is a stand-alone gender committee and budget. The council has also developed a Gender Policy and Sexual Harassment policy. The council is one of a very few councils that have women as both Chairperson and Vice-Chairperson of Council. The council also has an established junior council. Among some of their projects is a bursary fund for 20 children to go to school.

**Mutoko Rural District Council** has a gender policy, HIV/AIDS policy, and Sexual Harassment Policy. The council has constructed waiting mothers' shelters. The council has also entered into a partnership that will see the council constructing 3 girl-friendly toilets to cater for their SRHR needs. This project is almost complete informs the Gender Focal Person. The council is also constructing disability-friendly toilets. In terms of stand allocations, the council has a flexible payment plan for women. Other women empowerment programmes include revolving fund for women. The council also has a dedicated [website](#) and accommodates interns.

**Chikomba Rural District Council** has a social inclusion policy where 200 stands have been allocated to the youth at subsidized prices. Another 30 stands have been allocated to the disabled on subsidy. The council has functionalized its gender committee. The council is establishing community gardens to cater for local economic growth. The council has established 467 water point committees who are mostly managed by women on a ratio of 4 women to 3 men. In terms of recruitment the council flights gender-sensitive advertisements encouraging women to apply for positions in the council. The council has also brought refuse compactor and tipper with devolution funds.

**Marondera Rural District Council** has a gender policy. The council has also made use of devolution funds by constructing a Mother's shelter and 2 schools. The council has a non-discriminatory policy on procurement. This has seen the council contract a wholly-owned female company for cleaning services at the council. Marondera RDC has sex-disaggregated data in place. The council has 2 groups in Mahusekwa who manage waste in the growth point.

Marondera RDC has embarked on a tobacco project with a partner. This project is generating foreign currency for the council to fund some projects. For campaigning the council uses a bulk short messaging service (SMS) platform.

**Goromonzi Rural District Council** has managed to build clinics and schools in a bid to reduce the walking distances of communities to get health and education services. The Council is also in the process of constructing 3 One-Stop centres. Goromonzi RDC has solar lights. Through their experience in the sunrise campaign, the council is training survivors of gender-based violence in life and entrepreneurial skills. The council also conducts quarterly gender-based violence district meetings.

**Hwedza Rural District Council** has a gender committee and gender budget. The council is allocating stands to the youth at flexible payment plan options. As part of corporate social responsibility, the council also pays school fees for 15 students. The council has also established 37 solar lights as they seek to make use of alternative energy sources.

A discussion was centred on around how councils are engaging interns. Mr. Gundo, the Chief Executive Officer for Marondera RDC commented that "there is a need to protect students and also mentor and delegate duties well".

### **Gender Responsive Budgeting**

Tapiwa Zvaraya, the Monitoring and Evaluation Officer for Gender Links presented on gender budgeting. He defined 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. Zvaraya alluded that Gender Responsive Budgeting was not a means to an end but an enabler for gender equality, transparency, and accountability.

Zvaraya 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**

Tapiwa Zvaraya presented the Sustainable Development Goals (SDG). He explained that the SDGs replaced the Millennium Development Goals (MDGs). The SDGs, unlike the MDGs, is a global call for action to achieve sustainability. Sustainable Development Goals presentation generated some debate with participants highlighting their most preferred SDG. The general consensus was that there was no one SDG that was more important than the other. The SDGs were linked and achieving one goal will contribute to the attainment of the SDGs. Another observation was that no single SDG did not address service delivery aspects in the council.

### **Discussion on strengthening the Hub and Spoke**

Priscilla Maposa thanked all the participants for attending the workshop. Regarding the Hub and Spoke programming she asked councils present on what they thought could improve the programme. The discussion was engaging as participants stated the need for budgeting for gender projects. Some participants especially Chief Executive Officers and Heads of Departments were of the view that they should also be included in the study visits and strategy meetings as most of the time there was no feedback into the activities. There was a need to sensitize all stakeholders in the Hub and Spoke.

Victor Nyamutswa, the Chief Executive Officer for Mudzi Rural District Council highlighted the need for documenting how councils were mainstreaming gender. "Documenting of these best practices is vital institutional memory", he said. Regarding the submission of best practices, councils were urged to use the Project-Based Budgeting methodology to ensure case studies are showcased.

### **Conclusion**

Alderman Amos Gutu, the Chairperson of Murehwa RDC gave the closing remarks. He thanked Gender Links for the workshop. He highlighted that the councils from Mashonaland East province have worked with Gender Links for a long time and it was his hope that the partnership would continue. He urged councils to remain focused on the gender mainstreaming efforts.



Alderman Amos Gutu giving the closing remarks Photo: Tapiwa Zvaraya

ANNEXES

**Annex A: Programme**



DAY/TIME	ACTIVITY	WHO
08:00 - 08:30	Registration	Gender Links/ Councils
08:30 - 08:45	Introductions and welcome remarks	Director of Ceremonies
08:45 - 09:00	Objectives	Murehwa RDC
09:00 - 09:30	Background to the Centres of Excellence programme for gender mainstreaming in local government	Gender Links
09:30 - 10:10	Hub & Spoke Programme What is the hub & spoke? What has been done to date?	Gender Links
10:10 - 10:40	Presentation from hub council	Murehwa RDC
10:40 - 11:00	<b>Keynote address</b> Ministry of Local Government and Public Works.	Ministry of Local Government and Public Works.
11:00 - 11:30	<b>TEA</b>	All
11:30 - 13:00	<b>Gender Mainstreaming</b> What is gender mainstreaming? How do we mainstream gender? Case studies from councils	Gender Links
13:00 - 14:00	<b>LUNCH</b>	All
14:00 - 15:00	Gender Budgeting What is gender budgeting? How can councils ensure their budgets are gender sensitive?	Gender Links
15:00 - 15:30	Presentation on Sustainable Development Goals	Gender Links
15.30 - 16:00	Way forward	All
16:00 - 16:30	Closure	All



Annex B: Participant List

**GENDER LINKS ZIMBABWE**  
**27 February 2020**  
**Cresta Lodge Masasa, Harare**

**DAILY REGISTRATION FORM**

Name	Surname	Sex	-18	18-25	26-40	41-50	51-60	60+	Organisation	Designation	Email	Cell
Constance	Chinyemba	F							Goromonzi RDC	GFP	<a href="mailto:constancechinyemba@gmail.com">constancechinyemba@gmail.com</a>	<a href="tel:263772487771">263772487771</a>
Kudakwashe	Tigere	M							Goromonzi RDC	IA	<a href="mailto:btigere@gmail.com">btigere@gmail.com</a>	263772357544
Shingirirai	Mashumba	F							Marondera RDC	IA	<a href="mailto:stayengura@gmail.com">stayengura@gmail.com</a>	263773574203
Tererai	Chiriga	M							Chikomba RDC	GFP	<a href="mailto:chirigat@chikombaradc.org.zw">chirigat@chikombaradc.org.zw</a>	263773574203
Benjamini	Bara	M							Manyame RDC	Engineer	<a href="mailto:benbara10@gmail.com">benbara10@gmail.com</a>	26377933854
Sheila	Mugabe	F							Hwedza RDC	Vice council chairperson	<a href="mailto:magurefarm@zol.co.zw">magurefarm@zol.co.zw</a>	263772218426
Cleopas	Jeche	M							Hwedza RDC	HR Comm Chairman	_	2263775237766
Memory	Kativhu	F							Hwedza RDC	Secretary	<a href="mailto:kavhum@gmail.com">kavhum@gmail.com</a>	263772874642
Faustina	Mukondwa	F							Chikomba RDC	Gender Champion	<a href="mailto:faustinamukondwa@gmail.com">faustinamukondwa@gmail.com</a>	263774155982
Dhikinya	Dhikinya	M							UMP RDC	Chairman	_	26377486030
Dorothy	Chiota	F							UMP RDC	Chairman	_	263773080226
Lee	Machingami	M							Marondera RDC	District Planner	_	263773652196
Israel	Maliki	M							Murewa RDC	Finance Chair	_	26377569518
Artwell Teedzai	Katsande	M							UMP RDC	Internal Auditor	_	263772951628
Nyasha	Rukodzi	F							Marondera RDC	HR social services	<a href="mailto:nrukodzi@maronderardc.org">nrukodzi@maronderardc.org</a>	263772664406
Sekayi M	Tsimba	F							UMP RDC	Focal person	<a href="mailto:sekaitsimba@yahoo.com">sekaitsimba@yahoo.com</a>	263773079040
Farai	Mutambatuwisi	M							Mudzi RDC	Focal person	<a href="mailto:faraimutamba@gmail.com">faraimutamba@gmail.com</a>	263772766961
Bonwell	Maduveko	M							Chikomba RDC	Supertitndant	<a href="mailto:bonwellmaduveko@gmail.com">bonwellmaduveko@gmail.com</a>	26377730310

Name	Surname	Sex	-18	18-25	26-40	41-50	51-60	60+	Organisation	Designation	Email	Cell
Sthembile	Hokonya	F							Chikomba RDC	Acting HR/admin	<a href="mailto:shokonya@gmail.com">shokonya@gmail.com</a>	263773536411
Winnet	Tambara	F							Murewa RDC	GFP	<a href="mailto:winnetchitsuoro@gmail.com">winnetchitsuoro@gmail.com</a>	263776993503
Alois M	Gurajena	M							Murewa RDC	CEO	<a href="mailto:aloisgurajena@gmail.com">aloisgurajena@gmail.com</a>	263776993503
Aggrey N	Kanondo	M							UMP RDC	CEO	<a href="mailto:umprdc@yahoo.com">umprdc@yahoo.com</a>	263772743709
Masimba	Goustino	M							UMP RDC	EO	<a href="mailto:masimbac64@yahoo.com">masimbac64@yahoo.com</a>	26377179808
Victor	Nyamutswa	M							Mudzi RDC	CEO	<a href="mailto:victor_nyamutswa@yahoo.com">victor_nyamutswa@yahoo.com</a>	263773079342
Jeremia	Bako	M							Hwedza RDC	CEO	<a href="mailto:jerriebako@gmail.com">jerriebako@gmail.com</a>	263772458375
Phillip	Negombwe	M							Hwedza RDC	Chairman	-	263772589304
Peter	Sigauke	M							Mutoko	CEO	-	263772329105
Bullen	Chiwara	M							Chikomba RDC	CEO	<a href="mailto:bulen@gmail.com">bulen@gmail.com</a>	263773470401
Ticharara	Gundo	M							Marondera RDC	CEO	<a href="mailto:tgundo@maronderardc.org.zw">tgundo@maronderardc.org.zw</a>	263772147999
Amos	Gutu	M							Murewa RDC	Chairman	<a href="mailto:amosgutu66@gmail.com">amosgutu66@gmail.com</a>	263773510614
Tivirai	Chitemamuswe	M							Mudzi RDC	Chairman	-	263772650113
Moses	Dangwa	M							UMP RDC	EO HR/Admin	<a href="mailto:umprdc@yahoo.com">umprdc@yahoo.com</a>	263774086945
Christopher	Karumazondo	M							Mutoko	Chairman	-	26377513680
Farirai	Guta	F							Manyame RDC	CEO	<a href="mailto:ceo@manyamerdc.org.zw">ceo@manyamerdc.org.zw</a>	263712219107
Brighton	Sanyika	M							Goromonzi RDC	Chairman	<a href="mailto:sanyikabrighton27@gmail.com">sanyikabrighton27@gmail.com</a>	263715666744
Tasarira	Biriat	M							Marondera RDC	EO HR/Admin	<a href="mailto:tgundo@maronderardc.org.zw">tgundo@maronderardc.org.zw</a>	263777130435
Muchingami	Lee	M							Marondera RDC	District Planner	<a href="mailto:tgundo@maronderardc.org.zw">tgundo@maronderardc.org.zw</a>	263773652196
Mukwekwe	Enock	M							Mutoko	District Planner	<a href="mailto:mukwekweenock@gmail.com">mukwekweenock@gmail.com</a>	263712818870
Norman	Maoneni	M							Chikomba RDC	District Planner	<a href="mailto:nsmaoneni@gmil.com">nsmaoneni@gmil.com</a>	263772112536
Felistus T	Majachani	F							Mudzi RDC	Engineer	<a href="mailto:felimajachani@gmail.com">felimajachani@gmail.com</a>	263772884736
Zephania	Nhidza	M							Mutoko	HRA	<a href="mailto:zephaniahidza@gmail.com">zephaniahidza@gmail.com</a>	263772281162
Naason	Mudzara	M							Manyame RDC	Council chair	<a href="mailto:naasonmudzara@gmail.com">naasonmudzara@gmail.com</a>	263773609980
Thomas	Mushango	M							Mutoko	Treasurer	<a href="mailto:tmushango47@gmail.com">tmushango47@gmail.com</a>	263773408281
Terrence	Nyabonde	M							Mudzi RDC	Treasurer	<a href="mailto:terrencenyabonde@gmail.com">terrencenyabonde@gmail.com</a>	263777892386

Name	Surname	Sex	-18	18-25	26-40	41-50	51-60	60+	Organisation	Designation	Email	Cell
Learnmore	Kateguru	M							Mudzi RDC	Procurement officer	<a href="mailto:lkateguru@gmail.com">lkateguru@gmail.com</a>	263773862918
Maria	Mudzuri	F							Manyame RDC	Accounts clerk	<a href="mailto:mudzurimaria@gmail.com">mudzurimaria@gmail.com</a>	263773514245
Violah	Chinyamakobvu	F							Murewa RDC	Accountant	<a href="mailto:violachinyamakobvu@gmail.com">violachinyamakobvu@gmail.com</a>	263772708228
Shingirirai	Kavhai	M							Manyame RDC	Security officer	<a href="mailto:shingiraikavhai@gmail.com">shingiraikavhai@gmail.com</a>	263772455322
Kingdom	Jinjika	M							Mutoko	HR/admin	<a href="mailto:kjinjika@gmail.com">kjinjika@gmail.com</a>	263772332868
Abygale	Makonza	F							Manyame RDC	PA to CEO	<a href="mailto:makonzaa@gmail.com">makonzaa@gmail.com</a>	263773514021
Resta	Dzvinyangoma	F							Murewa RDC	Council chair	<a href="mailto:restamunyoro@gmail.com">restamunyoro@gmail.com</a>	263773139318

#### Attendance by sex

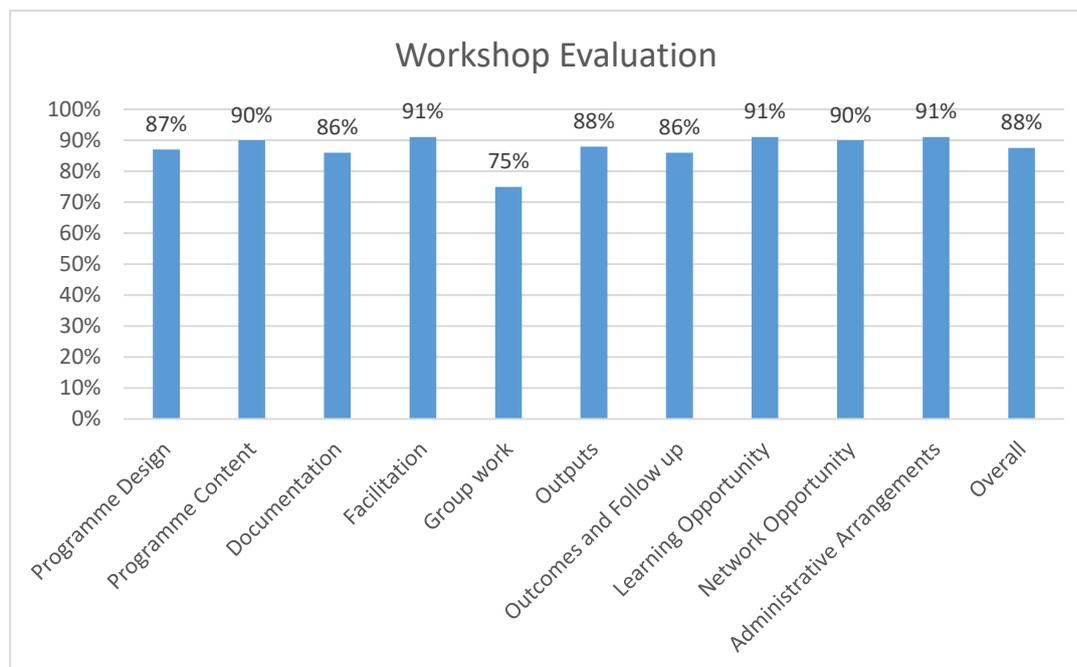
<b>Female</b>	16	31.4%
<b>Male</b>	35	69.6%
<b>Total</b>	<b>51</b>	<b>100%</b>

## Annex C: Evaluation

**Date: 27 February 2020**

**Venue: Cresta Lodge, Masasa Hotel, Harare**

### Workshop Evaluation Summary



At the end of the launch, participants were asked to evaluate the meeting. Results in Figure 1, show that overall, 88% of the participants were satisfied with the workshop. Generally, participants' level of satisfaction ranged from 75% on group work to 91% on facilitation, learning opportunity and administrative arrangements. 90% of participants saw the workshop as a networking opportunity. 90% were also satisfied with the programme content. 88% of participants were satisfied with the outputs, while 87% appreciated the design of the programme. 86% of participants were satisfied with the documentation and the outcomes and follow-ups of the programme.

### **COMMENTS**

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

- Hub and Spoke
- Gender Mainstreaming
- Group work. It was well thought after presentation especially the issue of taking motor vehicle parts as a model for illustration
- Gender Budget. Council in its service delivery involves all 17 SGDs including gender, hence a budget should be available.
- Hub and spoke because I got the opportunity to learn how other councils are doing in gender mainstreaming.
- Gender budgeting. I learned the importance of gender mainstreaming the budget.
- All SDGs

- Gender Responsive Budgeting. If the budget is a gender-responsive budget it means all departments become transparent.
- Gender budgeting in the council since it makes gender programmes keep running in councils.
- Hub and spoke presentation as it has enlightened me on other activities that efficiently contribute towards gender equality.
- SDGs as the whole nation is looking to fulfill all the 17 targets

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

- None. All were useful.
- Background of COE. I already knew it.
- Presentation on SDGs. It is general knowledge.

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

- Presentation of case studies from all councils, sharing experiences and what they have achieved towards gender mainstreaming
- Other councils got the opportunity to learn how gender budgeting is being done and how women are being given preferences in their councils.
- It was an eye-opener of course all the shared topics were not new but the way they were presented today and how people contributed brought a new vision.
- Very much
- Through sharing experiences from other RDCs
- Every council contributed so we share experiences
- Case studies by all councils showed that councils are mainstreaming gender.
- The workshop improved my level of understanding of gender mainstreaming.

**4. How will you apply this?**

- I will share with those not present.
- Correct where we were lagging behind as a council.
- Through public consultations.
- As a planner, I will incorporate it into my work.
- I will make sure that when the budget is being crafted issues to do with gender are incorporated in our council budget.
- Application in departmental planning of projects programmes.
- Set up a gender committee.

**5. Any other comments?**

- The workshop was an eye-opener and applaud Gender Links for including CEOs and Chairpersons to attend the workshops
- This workshop was very important, it assisted me to understand how gender has to be handled in councils
- Regular meetings should be held.
- The programme is doing well in councils.
- Thank you, Gender Links, more refresher courses are needed.

- Mixing administrators and policies make discussions productive.
- The workshop must be done every year so as to share notes.
- GFPs should give feedbacks.
- There is a need for more emphasis on gender-based budgeting.
- The programme was comprehensive.
- The venue was comfortable.
- Participants need to rotate so that others will have a positive mind
- Well done Gender Links.