



INCEPTION WORKSHOP REPORT

Country: Swaziland
Council: Mankayane Town Board

Dates: 27-28 March 2012
Venue: Mandelas Chapel



Mankayane: *Mayor Sthembile Mazibuko and councillors during the COE inception workshop*



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Executive Summary

This is a report on Centres of Excellence for Gender Mainstreaming in Local Government stage four inception workshop held from 27-28 March 2012 at Mandelapas Chapel with Mankayane Town Board.

The purpose of the programme was to;

- Build participants understanding around key gender concepts
- To empower participants around personal empowerment
- Build capacity around issues of gender, and good governance
- Look at what makes good leaders through looking at transformative leadership
- Look at key concepts like gender policy and planning concepts
- Assist participants in understanding the importance and synergies around gender, the economy and budgets
- Assist participants in understanding conflicts and how to resolve conflicts at local level

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

Over the two days, the workshop was attended by council officials and management staff in total 11 participants (5 men and 6 women)

see **Annex B** for the full workshop participants list.

Mankayane Town Board draft of Gender Action Plan that the participants produced is attached at **Annex C**.

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

Background

In 2003, GL undertook the first comprehensive study of the impact of women in politics in Southern Africa. One of the key findings of "*Ring up the Changes, Gender in Politics in Southern Africa*" was that local government is a sadly neglected area of the gender and governance discourse. Taking heed of this finding, GL conducted groundbreaking research in 2006/2007, *At the Coalface, Gender and Local Government* covering South Africa, Lesotho, Mauritius and Namibia.

A key finding of this study was that few practical steps have been taken to mainstream gender in this tier of government or to build the capacity of councillors to lead this process. The study has since been extended to ten countries. In terms of process, once the research reports have been written up, GL hosts launch and strategy workshops in the respective countries with key stakeholders and partners, ideally the local government associations of that particular country to map out a way forward of how to roll out the strategy and host Gender and GBV action plan workshops. The launches are then followed by Gender and GBV action plan workshops that are held at a provincial, regional or district, level to ensure that all councils have gender action plans. In March 2010 GL convened the first Gender Justice and Local Government Summit and Awards to gather evidence of institutional and individual initiatives to empower women and end gender violence. The recommendations of this event informed the need for councils to become Centres of Excellence for Gender Mainstreaming in Local Government to ensure that Councils have the necessary support to address issues of gender across all spheres.

Process and activities

The two (2) day training programme employed participatory approach that allowed the involvement of participants during the activities, (the learning by doing approach which enables participants to be involved in the activities.) This is through the use of different material in role playing, exercises and relative informative case studies used to provoke thought for discussions about and plan the work of Councils from a gender perspective.

Welcome and opening

The workshop was opened by the Mayor of Mankayane Town Board Mrs Sthembile Mazibuko who took the opportunity to welcome councillors and officers available. She thanked Gender Links for such a meeting. In her remarks she elaborated that Swazi women are always left behind especially on issues of leadership and decision making. The step taken is very important and most women are enlightened. She further said as a Town Board they welcome Gender Links. She said she appreciate the partnership and wish to take issues of gender seriously. When doing budgets gender will be incorporated at Mankayane town. Gender is not balanced at the council so it is important to have more women in the council meeting. Now that there is a gender focal person gender issues will be taken into consideration.

Modules

The modules covered a number of topics that included among others; key gender concept, gender, governance and transformative leadership, stereotypes and conflict resolution. It also highlighted on practical experiences from other centres of excellence.

Key gender concepts

In this exercise, participants were engaged in a card swapping exercise that would help them define gender and sex; through this exercise participants were able to differentiate roles, activities and occupations in relation to gender and sex. During this session the participants also looked at stereotypes and the following were groups write ups on the messages conveyed about men and women:

Messages about women	Message about men
<ul style="list-style-type: none">- Women are inferior- Women should always be submissive- Women cannot take their own responsibilities instead men do for them.- In the media women are portrayed as sex objects (advertising)- Women's nakedness is not respected- Behind a successful man is a woman - Women are regarded as prostitutes (in the generations soapy)- Women are subordinates- Women are care givers, they take care of the family, the sick and at funerals they play a leading role.- Women take care of children- Women are regarded as gossipers	<ul style="list-style-type: none">- Good things always goes to men e.g special dishes- Men are closer to God- Women will always obey to men as confirmed by the word of the Lord- In a Swazi household the man dishes the meat, a woman does not eat meat- Man are important, that is why they are the ones given an opportunity for education- The important surname in a household is that of the man- Man pictures are never diminishing- A man is a rolling stone- Men are heroes and clever thieves- Leadership positions in churches are dominated by men- Men are good drivers

- A woman's place is in the kitchen	- Men are hard to deal with, they always want their word to be final - men are described as hard workers - Men discuss issues they don't gossip
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Gender, governance and transformative leadership

Module three on gender and governance: participants did group exercises on women's representation, participation and transformation. The groups engaged in songs, drama and managed to bring out real situations happening within councils. Discussions included barriers to access and effective participation of women and how these can be overcome. According to the group discussions, the following are some of the barriers identified:

Barriers to participation

- Low self-esteem - women don't trust themselves they don't have confidence of themselves.
- Women are recognized as minors by the family and the society;
- Women not supporting each other (jealous)
- Lack of capacity building and knowledge for women
- Demands of household chores for women (multitasking)
- Media portrayal – women are portrayed as object by the media, the pictures diminishes the image of women.
- Lack of support – there is no support from family members and the community.

The conclusion from this exercise was that such factors discourage women from participating in political decision making positions. The situation can be changed by capacitating women on leadership skills and encourage them to rise beyond cultural socialization. Women also need to familiarise themselves with the national constitution, they have a right to challenge for implementation.

Transformative leadership

Participants' defined management as the art of getting things done through other people in order to achieve organisational goals and objectives whilst leadership is the ability to influence followers. Management involves four main principles which are:

- planning,
- controlling,
- leading
- Organising

What do communities expect from their leaders	How can communities contribute to good leadership	What are problems associated with leadership
<ul style="list-style-type: none"> • Service delivery • Economic Development • Transparency • Accountability • Report back • Honest 	<ul style="list-style-type: none"> • Listen to their problems • Come up with solutions • Active involvement of participation of community members • Meetings and campaigns 	<ul style="list-style-type: none"> • Corruption • Abusive • Inaccessible as a leader • Attitudes • Dictator • False pretences

What do communities expect from their leaders	How can communities contribute to good leadership	What are problems associated with leadership
<ul style="list-style-type: none"> • Problem solving • Supervisory skills • Team builder • Planner • Confidence • Must have a vision (dreamer) • Implementer • Wisdom 	<ul style="list-style-type: none"> • Giving feedback 	<ul style="list-style-type: none"> • Arrogance • Greedy • Prioritise

Conflict Resolution

In this module participants were taken through the definitions of Conflict, conflict resolution and processes of conflict resolution.

Conflict was defined as a disagreement through which the parties involved perceived a threat needs, interests or concerns. It is a situation in which people perceive a threat to their well-being. This threat can be physical, emotional, or a threat to one's power or status. The perceptions are shaped by values, culture, beliefs, information experience, gender and other variables.

Conflict resolution is a wide range of methods used to address conflict. These methods are employed in conflicts at the inter-personal, inter-group or inter-state level. Conflict resolution is aimed at finding Conflict at the local level

The best thing to focus on when (faced with) resolving conflict in the workplace is your main objective and the relationship at stake. How important is your goal and to what lengths are you willing to go in order to achieve this. Similarly, consider the relationship with the person you are conflicting with. Conflict resolution should always be managed with confidentiality and sensitivity. When people's integrity and belief system is being questioned, defence mechanisms are a natural reaction. Try to maintain all business relationships while at the same time achieving your goal.

They saw it important to have the ability to resolve conflicts in the workplace; it is a valuable skill one must have and that when workplace conflicts are not managed efficiently this can lead to disastrous repercussions.

The council rated itself using an institutional score card to measure how gender sensitive is based on the current situation.(situational analysis report). The scorecard can be used as baseline data against which councils can measure the progress and can be used at a later date. From the ratings that were given, the average score came out to be 20% and it was clear that there is a very serious gender imbalance in the council as the rating indicated big gaps in all areas. This implies that council was not mainstreaming gender in its activities as they are supposed to do.

In conclusion, participants engaged in a very meaningful way in all of the activities and practical work and group exercises which ensured that the workshop was participatory. The use of group work proved to be an effective training method. There was much interaction, debates throughout the workshop, the participants felt free to express their views in their smaller groups.

Outcomes

- Difference between gender and sex to assist Mankayane town on issues of communication and sensitization to Mankayane citizen.
- Swazi women are always left behind especially on issues of leadership and decision making.
- Men and women should collaborate on all things

- Culture has destroyed most people in the society, there is a need to take this issue into consideration.

Presentations were seen done by both management and councillors of which is good that the information is balanced. We have seen the hidden talent on presentations.

Way Forward

The council to take it upon itself to sensitize the communities about GBV so that they can understand about it. The sensitization should involve both males and females.

To inspire leadership for the processes of change ahead through a discussion on transformative leadership

To relate all this concepts to conflict resolution at the local level, especially the conflict that arises because of change.

The timeframe is ongoing.

Closing remarks

The deputy Mayor Mr Nxumalo thanked Gender Links for recognising Mankayane Town Board for such a powerful and encouraging workshop. He said on behalf of councillors they are committing themselves assured Gender Links that both action plans would be adopted and implemented.

Outputs

ISSUES RAISED

The exercise of card swapping also played a role because it was difficult to differentiate between gender and sex.

- Card swapping exercise was quite inspiring participants said the difference between sex and gender was clearly understood.
- Stereotypes - Certain attitudes towards something, Mindset stereotypical it does not change
- Lack of support – there is no support from family members and the community. This needs to be taken into consideration
- Being enlightened on issues of gender so that I implement on what we have learnt.
- Culture has destroyed most people in the society.
- There is a need to identify a Gender Champion, this issue would be discussed at council meeting and send the name to Gender Links.

Annex A: Programme

PROGRAMME

Stage 4: Council Inception workshop
Country: Mankayane Town Board
Venue: Mandelapas Chapel
Date 27-28 March 2012

DAY/TIME	ACTIVITY	TIME	WHO
DAY ONE: 27 MARCH 2012			
8:00 – 8:30	Registration	30 min	GL
8:30 – 9:00	Introductions and objectives Expectations from participants To develop guidelines of participation Eyes and Ears	15 min	GL/participants
Key gender concepts			
9:00 – 10:30	Sex and gender	1 hr 30 min	GL/Participants
10:30 – 11.00	<i>TEA</i>		
11.00-13.00	Group work on stereotypes Report back	2 hours	Participants participants
Gender, governance and transformative leadership			
14.00- 15.30	Access, participation, transformative leadership Group work (role plays) Report back	1 hr 30 min	GL/Participants participants
15.30 -16.00	<i>TEA</i>		ALL
12:15 – 13:00	<i>At the Coalface</i> DVD Plenary discussions	1 hr	Participants
13:00 – 14:00	<i>LUNCH</i>		ALL
DAY TWO 28 MARCH 2013			
Conflict resolution			
14:00 – 15:00	What is conflict? Conflict at the local level	1 hr	GL
15.00-16.00	Resolving conflict	1hr	GL/participants
16:30	<i>TEA & CLOSURE</i>	30mins	

Annex B: Attendance list

**Stage 4: Inception Workhop
Country: Mankayane Town Board
Venue: Mandelapas Chapel
Date: 27 March 2012**

NAME	Sex M/F	ORGANISATION	DESIGNATION	PHONE	FAX	E MAIL
Richard Simelane	M	Mankayane town AMICAALL	Supervisor	7607 74154		
Thulisile Maseko	F	Mankayane town AMICAALL	ECCD	760300033		
Jabulane Sukati	M	Mankayane town	Councillor	76133359		
Alfred B. Nxumalo	M	Mankayane town	Councillor	76083129		bnxumalo@swazi.net
Thantazile Mkhonta	F	Mankayane town AMICAALL	HBC	76323755		
Sibongile Nhlabatsi	F	Mankayane town AMICAALL	Supervisor	76188484		
Nomathemba Sibozza	F	Mankayane town AMICAALL	Programme Manager	76448845		sibozzanomathemba@gmail.com
Busisiwe Mavuso	F	Mankayane town	Accountant	76076550		mankayanetown@realnet.sz
Elizabeth Dlamini	F	Mankayane town AMICAALL	HBC	76788238		
Sicelo Dube	M	Mankayane town	Town Treasurer	76148126		sicelodd@yahoo.com
Dumsani Makhubu	M	Mbabane	STM	76799662		
Mabandla Nxumalo	M	Mankayane town AMICAALL	Youth Mentor	76777688		

Attendance statistics by gender 76448845

Females	4	28.57%
Males	10	71.43%
TOTAL	14	100%

Stage 4: Inception Workhop
Country: Mankayane Town Board
Venue: Mandelaras
Date: 28 March 2012

NAME	Sex M/F	ORGANISATION	DESIGNATION	PHONE	FAX	E MAIL
Richard Simelane	M	Mankayane town AMICAALL	Supervisor	7607 74154		
Thulisile Maseko	F	Mankayane town AMICAALL	ECCD	760300033		
Jabulane Sukati	M	Mankayane town	Councillor	76133359		
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Attendance statistics by gender

Females	4	28.57%
Males	10	71.43%
TOTAL	14	100%

Annex D:

WORKSHOP EVALUATION

Total No. of returned forms: 9

	<u>EXCELLENT</u>	<u>GOOD</u>	<u>FAIR</u>	<u>POOR</u>	<u>VERY POOR</u>
1. PROGRAMME DESIGN	3	6	0	0	0
2. PROGRAMME CONTENT	4	2	1	0	0
3. DOCUMENTATION	3	3	3	0	0
4. FACILITATION	2	3	3	1	0
5. GROUP WORK	3	3	1		
6. OUTPUTS	3	3	2		
7. OUTCOMES AND FOLLOW UP PLANS	2	3	22		
8. LEARNING OPPORTUNITY	1	7			
9. NETWORKING OPPORTUNITY	3	2	2	1	
10. ADMINISTRATIVE ARRANGEMENTS	1	5	2		

COMMENTS

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

- Networking
- Transformative Leadership because I did not know about the difference between a peer with leadership skills
- SADC Gender and Development Protocol, now I know the different articles and the current implementation
- All the sessions are important especially the grouping of activities e.g sex, and gender
- Group work it opened our scopes due to that we would view things differently sometimes
- GBV it is a critical issue affecting most people especially women and children.

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

- N/A

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

- Sharing with my colleagues
- To store information with other community members
- From today I will give women and men 50/50% chance in church and in community since they have good leadership skills

4. Any other comments?

- I have learnt more from this session some of the activities were stereotypical and thinking that it is done by men so there is need of changing of a mindset.