

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

**Country: Zimbabwe**

**Dates: 10 December 2019**

**Venue: Pandhari Hotel, Harare**



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

## **Table of Contents**

Objectives of the launch.....	3
Process and Activities.....	3
Welcome and opening remarks.....	3
Engine, Steering Wheels and Boot.....	3
Zimbabwe hub and spoke programme.....	5
Gender Mainstreaming.....	5
Gender Responsive Budgeting.....	7
Presentation of Hub Certificates.....	7
Closing.....	7
Annex A: Programme.....	8
Annex B: Participant List .....	9
Annex C: Evaluation .....	12

## Executive summary

This is a report on the Mashonaland Province Province hub and spoke programme launch held on the 10<sup>th</sup> of December 2019 at Pandhari Hotel, Harare.

The participants of the workshop consisted of, Town Clerks, Town Secretaries, Chief Executive Officers, Mayors, Chairpersons, gender focal persons and Heads of Departments from all rural and urban councils from Mashonaland Central Province. Marondera Municipality was also invited from Mashonaland East.

There were 40 participants in attendance, 13 female and 27 male, see **Annex B** for a detailed participants list. The workshop programme is attached as **Annex A**.

## Objectives of the launch

Letwin Watambwa, the Gender Focal Person for Mvurwi Town 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 launch was characterised by presentations and plenary discussions by participants.

## 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. The Gender Focal Persons (GFPs) from each council facilitated introductions of the councillors and staff from their respective councils.

## 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 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 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 council. It also taught them the importance of separation of duties amongst colleagues.



Participants discussing the importance of a boot during the car parts exercise 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 a 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 with 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.

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 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 stand-alone gender committees (Chaminuka RDC).

Maposa stated the need for local authorities to cross reference their gender action plans and policies with other council policies so that gender is mainstreamed across all council departments. In terms of participation and representation of women in politics she noted that the numbers of women continues to decline with every election. Participants were keen to understand the cause for the low representation of women in politics particularly in local government, a topic which generated an open debate. The discussion identified that there were a number of challenges that deterred women from participating in politics at the local level. These included but not limited to:

- The political systems in place. The First Past the Post electoral system, while it may have its advantages has also seen women lose out.
- Women lack confidence to vie for political office.
- Women are more often than not stifled by the "Pull Her Down Syndrome".
- Vote buying- men tend to have resources that enable them to buy votes while women may not have the same advantage and spaces to manoeuvre.
- Women are affected by political labelling e.g. being labelled as prostitutes.

A number of suggestions were given to enable women to participate in politics. Some participants were of the view that there was need to change the focus of the representation of women from politics but rather build their capacity in other areas like economic and social so that they can then be in a position to vie for political office. Others were of the view that, political parties ought to make and implement policy that enables women's participation and representation. Participants also hammered home the need for integrating men into the capacity building so that they are able to accept that women have to occupy decision making positions.

## 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 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.



Ennie Gwachiwa, Muzarabani RDC  
CEO making a contribution  
Photo: Tapiwa Zvaraya

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.

Maposa encouraged hub and spoke councils to work together. She also highlighted the importance of having a gender library while reinforcing the need for councils to allocate space for such facilities. She stated that Gender Links had gender publications for sharing with councils. Participants highlighted their experiences with the hub and spoke programme, citing that the few visits they made to each other as councils had proved to be good learning opportunities. "We have learnt a lot from the hub and spoke engagement because each local authority has something that is unique to them that we can learn from" said Jean Nyirongo, the Gender Focal Person for Mazowe RDC.

## Gender Mainstreaming

Prior to the presentation on gender mainstreaming participants defined **gender** and **sex** as follows:

**Gender:** Socially constructed views about women and men. These views change from time to time and place. Participants highlighted that gender was closely tied to roles and responsibilities. **Sex** was defined as the biological differences between women and men.

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 had an in-depth discussion on the gender implications on refuse collection, water management, and public lighting. 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 participants to be change agents and drivers of gender mainstreaming in their councils.

Local Authorities made presentations on how they are mainstreaming gender in their institutions. **Chaminuka Rural District Council** highlighted that they are working with junior councils whom they have set aside a budget for their activities as they represent youths in their wards.

It was pleasing to note that all the councils attending this workshop had a junior council structure in place. There were concerns on who really represents the junior councillors as they should be governed by the Ministry of Local Government if councils are to be mandated to support them. The argument was that it was necessary for their formation and existence to be governed by the rural and urban councils act. Currently the junior councils are deemed to be under the ministry of youth, thus councils have no obligation to assist junior councils. However, councils were already supporting junior councillors where necessary. Councils also identified devolution as an opportunity to redress this and ensure the junior councils structure is under the Ministry of Local Government, Public Works and National Housing.

**Pfura Rural District Council** stated that they are implementing community projects for instance the construction of disability friendly toilets in Mt Darwin. The council is constructing "girl friendly" toilets in schools so that the girl child can attend to their Sexual Reproductive Health Rights. The council has also established 3 piped water schemes and trained the pump minders who are mostly women. The council has also built low-cost boarding houses in partnership with Campaign for Female Education (CAMFED) to curb what they call "bush boarding" that left school children particularly girls at the risk of abuse.

**Guruve Rural District Council** has established a waiting home for expecting mothers. There are laundry facilities for the mothers after they give birth at the waiting home. The council has also initiated a programme for distributing sanitary wear to all schools and maternity wards. In **Rushinga Rural District Council** the council has constructed a police base to deal with security and gender based violence as the district experiences a lot of cases of early child marriages. The council has also established a water piped scheme in Nyatsato area to cater for the clinic in that area. In addition the council has a youth-friendly centre where youths are educated on SRHR

**Muzarabani Rural District Council** has constructed a vending facility where community members can sell their wares and produce from. The council also has a project on "tsoiso stoves" in a bid to manage the effects of climate change. In terms of recruitment, the council is recruiting women in jobs that were previously a preserve for men like game rangers.

**Mbire Rural District Council** established a Common Market for Eastern and Southern Africa (COMESA) market in partnership with the Ministry of Gender. The council is supporting marginalized communities like the Doma people with vocational training skills. The council also partnered with Campaign for Female Education (CAMFED) to encourage young girls to go to school by providing them with bicycles for use to and from school. This also curbs gender based violence.

**Bindura Rural District Council** has a draft local economic development policy. The council has a project on poultry and agriculture for women, men and youth to support the notion of sustainable livelihoods. The council also has a deliberate policy to distribute land on an equal basis. Bindura RDC has established departmental gender focal persons.

**Marondera Municipality** has embarked on a community waste management project in one ward where a group of women manage the waste in the ward. This action has seen these women benefit from the management of waste as they clean the environment and also sort

the waste for recycling and business purposes. **Mvurwi Town Council** is taking care of the elderly women above the age of 65 who look after the council's public toilets. All the revenue generated by the public toilets is distributed amongst the women. The council also holds awareness campaigns on gender based violence and child marriages. **Bindura Municipality** has youth programmes aimed at encouraging youths to access SRHR services and Human Immuno-deficiency Virus (HIV). The council also has empowerment programmes like cobra making for women.

In the discussions participants reiterated the need to use other platforms to make visible their work. Justin Chivavaya, the Director of Housing in Marndera Municipality highlighted that there was need for councils to make themselves visible during international days like the just ended 16 Days of Activism Against Gender based Violence. "These commemorations are opportunities for local authorities to move the gender agenda", he said. Other emerging gender issues that were discussed were on the disparities between the pensions awarded to male and female executive officers in local authorities. In Zimbabwe it seems women Chief Executive Officers are

### **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.

Maposa stated that councils needed gender knowledge, budget knowledge and issue/sector specific knowledge to enable them to develop a gender responsive budget.

### **Presentation of Hub Certificates**

The 2 hub local authorities i.e. Mvurwi Town Council and Bindura Rural District Council were presented with their certificates of recognition and outstanding work in the Centres of Excellence programme.



Bindura RDC representatives pose with the council hub and spoke certificate Photo: Tapiwa Zvaraya

### **Closing**

Priscilla Maposa thanked all the participants for attending the launch. She reiterated that Gender Links had learnt a lot of lessons from this engagement. She urged all councils to continue working together to make the hub and spoke programme a success.

ANNEXES

**Annex A: Programme**



DAY/TIME	ACTIVITY	WHO
8:00 – 8:30	Registration	Gender Links/ Councils
8:30 – 8:45	Introductions and welcome remarks	Director of Ceremonies
8:45 - 09:00	Objectives	Hub Council
9:00 - 09:30	Background to the Centres of Excellence programme for gender mainstreaming in local government	Gender Links
0930: - 10:10	Hub & Spoke Programme What is the hub & spoke? What has been done to date?	Gender Links
10:10 - 10:50	<b>Keynote address</b>  Launch of Hub & Spoke programme and presentation of Certificates to Hub councils	Ministry of Local Government Public Works and National Housing
10:50-11:00	Vote of Thanks	Council Chairperson Bindura RDC
11:00-11:30	<b>TEA</b>	All
11:30 - 12.30	<b>Gender Mainstreaming</b> What is gender mainstreaming? How do we mainstream gender? Case studies from councils	Gender Links
12:30-13:00	Presentations from hub Councils	Mvurwi Town Council Bindura RDC
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? Case studies from councils	Gender Links
15:00-15:30	Discussion	All
15.30 - 16:00	Way forward	All
16:00 - 16:30	Closure	All



## Annex B: Participant List

**GENDER LINKS ZIMBABWE**  
**10 December 2019**  
**Pandhari Hotel**

**DAILY REGISTRATION FORM**

Name	Sex	-18	18-25	26-40	41-50	51-60	60+	Organization	Designation	Email	Cellphone
Tonderai Paraiwa	M							Marondera Municipality	GFP	<a href="mailto:tonderai83@gmail.com">tonderai83@gmail.com</a>	+263773538852
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#### Attendance by sex

<b>Female</b>	14	43.8%
<b>Male</b>	18	56.2%
<b>Total</b>	<b>32</b>	<b>100%</b>

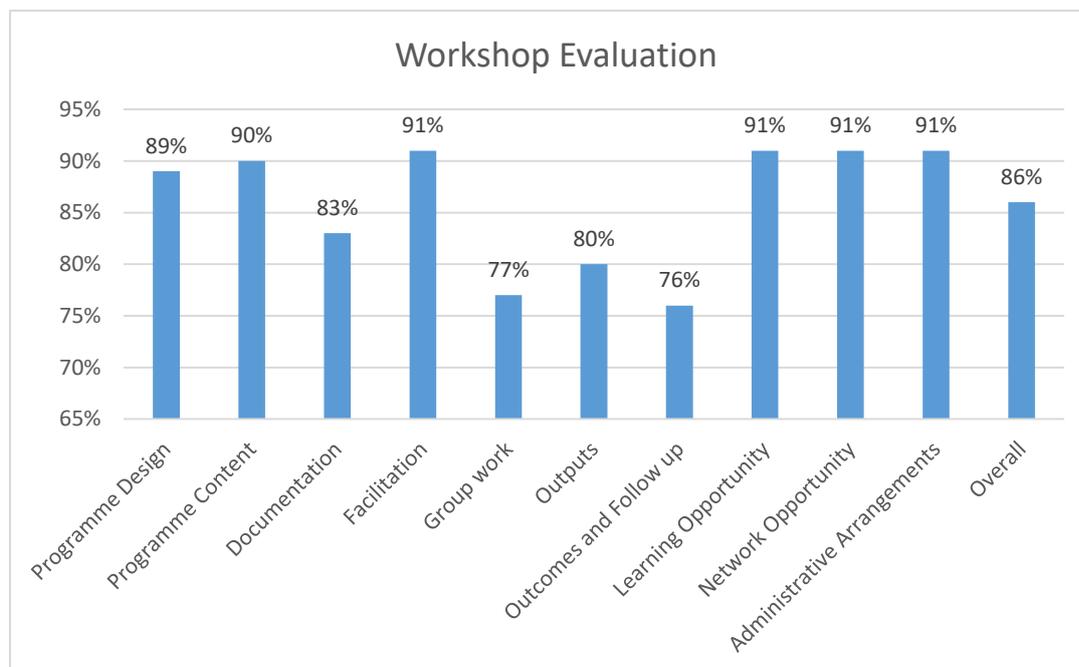


## Annex C: Evaluation

**Date: 10 December 2019**

**Venue: Pandhari 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, 86% of the participants were satisfied with the workshop. Generally, participants' level of satisfaction ranged from 76% on outcomes and follow-up plans to 91% on facilitation, learning opportunity, network opportunity, and administrative arrangements. 89% of participants were also satisfied with the programme design. 86% of participants were satisfied with the programme design. 89% were satisfied with the programme design, 90% of participants liked the programme content. 80% were satisfied with the outputs. A mere 77% were satisfied with the group work.

### **COMMENTS**

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

- Gender Responsive Budgeting. It helped us on how to allocate resources on gender issues.
- Hub and Spoke. It promotes team work and unity amongst councils
- Gender mainstreaming. It gave me an insight on how to assess fairly on both males and females
- Gender Responsive Budgeting. It has been clearly highlighted which activates gender responsiveness. Just hoping that finance officers are going to support the program with funding.
- Hub and Spoke program on what has been done to date. Councils are really learning from each other.

- Gender responsive budgeting. The knowledge gained will help in creating a data base for council budget according to gender needs.
- Hub and spoke promotes collaboration amongst members of local authorities
- Gender mainstreaming could distinguish between gender and sex.
- Hub and Spoke makes it easier for local authorities to showcase their experiences with other councils
- Gender budgeting. People always take this issue for granted.
- Background of COE. People shared views mostly on women in politics and their participation and representation.
- Hub and Spoke and gender budgeting. These issues were taken for granted.
- Gender responsive budgeting was very practical.
- Hub and Spoke revealed the importance of collaboration
- Gender budgeting as we are currently working on the 2020 budget we will include the concepts learnt.
- All were educative and informative.

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

- None. All were useful.

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

- We learnt from other local authorities on how they are doing to promote gender mainstreaming.
- Peer to peer learning from gender focal persons from various local authorities.
- It was an eye opener especially on gender responsive budgeting.
- Case studies presented were very educative e.g. sanitary wear program from Guruve.
- The workshop was beneficial e.g. the activities being done by junior council and the establishment of gender structures in council.
- Sharing of experiences such as that of the girl child and sanitary-wear at Rusununguko secondary school in Mazowe.
- It gave local authorities an opportunity to be appreciated because of the work they are doing in their respective councils.
- The session on presentation of experiences was very useful as each local authority could judge itself against what others were doing.
- Learnt about council gender action plan and council policy issues.
- It was an eye opener on gender issues e.g. men are now able to assist women in terms of roles and responsibilities as compared in the past.
- Very much especially the exercised which proved that everyone was important and useful in an organisation.
- Council has to incorporate all gender sensitive issues in its question to provide public service to respective communities.
- I liked the sharing of Sweden experiences especially on salary differences across gender as a result of differences in roles and responsibilities.

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

- Form a district based gender committee.

- Apply budgeting of gender issues as well as assisting in projects that consists of gender issues.
- Will replicate some of the case studies that were shared especially the one on cross cutting issues on toilet construction where toilets should also accommodate people living with disabilities.
- Look and learn visits to other districts.
- Lobby for the establishment of a gender committee at council level. We should also lobby for sanitary wear in schools and clinics
- Will try to implement the same in our district public facilities.
- Going to make sure that council intensifies gender related initiatives.
- Apply sex disaggregated data on sharing land or stands.
- Share much on gender budgeting with my colleagues.
- Try to implement the recommended strategies.
- Through citizen engagement and awareness.
- Pick some of the issues taking place in other local authorities.
- By sharing ideas with my colleagues about gender roles and responsibilities.
- Carry out awareness campaigns.
- Preach the gospel of gender mainstreaming in my department
- Will work together with my council to come up with gender responsive budgeting.
- Applying all concepts learnt into practice in our local authority.
- Quite difficult but lobby from HR forum to CEOs forum up to the ARDC and parliament.
- Educating and planning for gender programs in the districts.

##### **5. Any other comments?**

- Presentations well researched and cheerful.
- The program was very useful.
- The hub and spoke is a very useful tool on peer to peer learning.
- The hub and spoke concept will allow councils to learn from each other since there will be visitations amongst councils.
- The programme is also a platform for learning and getting new ideas.
- Very educative. In future consider more days so that we will have more time to articulate key issues.
- I appreciate the commitment by Gender Links staff.
- It was a great and educative program.
- It was a very good workshop
- Look into the effects of tobacco on GBV in the current purposed empowerment through tobacco farming.
- Program was insightful