



STAGE THREE WORKSHOP REPORT

Country: Swaziland
Council: Vuvulane Town Board

Dates: 27-29 June 2011
Venue: Mhlume Country Club, Mhlume



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Executive Summary

This is a report on the proceedings of the Centres of Excellence for Gender Mainstreaming in Local Government stage three workshop held from 27-29 June 2011 at Mhlume Country Club with Vuvulane 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
- Develop a Local Gender Action Plan
- Develop a Local 365 Day Gender Violence Action Plan
- Popularise the SADC Protocol on Gender and Development.
- Establish communication strategies for the GBV action plans.
- Inform councils about the collection of good practices for addressing GBV at the local level and in the Gender Justice and Local Government Summit.
- Assist councils in seeing the importance of making IT and the media work for them
- And empowering women leaders around the Media Literacy tools.

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

Over the three days, the workshop was attended by council officials and councillors, in total 8 participants (5 men and 3 women); see **Annex B** for the full workshop participants list.

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

Vuvulane Town Board draft Gender Based Violence Action Plan that the participants produced is attached at **Annex D**.

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 "*Ringing 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 three (3) day training programme employed the learning by doing approach which enables participants to be involved in the activities. To this end the material makes use of role plays, exercises and relative and informative case studies that are used to provoke thought and discussions about and plan the work of Councils from a gender perspective.

On the key gender concepts, 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 group discussion on the messages conveyed about men and women;

Topics covered in the programme included personal empowerment, gender and planning concepts, gender mainstreaming, sex disaggregated data and the gender management system. There were detailed sessions on some of the core of local government functions, including gender responsive budgeting, gender equality in service provision, land rights and urban planning, local economic development and violence against women. The full programme is attached at **Annex A**.

Welcome and opening

The meeting was opened by prayer from Councillor Mr Willies Shabangu, he then introduced the Chairperson of Vuvulane Town Board Mr Victor Magwaza who opened and welcomed everyone to the workshop. He thanked GL for such a workshop that even though the town is in rural areas surrounded by the sugar belt but GL saw it important to organise and sensitise them on issues of gender, especially the SADC Protocol because it is new to them as a board. He highlighted that the workshop came at the right time because in three months time the town will be doing the budget so it will be easy for them to incorporate gender in their budget. He elaborated that Vuvulane Town is always left behind on issues. He again thanked GL and said as a Board they will commit themselves by implementing what they will learn.

Modules

There were detailed sessions on some of the centre of local government functions, including gender responsive budgeting, gender equality in service provision and gender based violence.

SADC Protocol

Participants administered the protocol quiz. On average less than half of the participants got a mark above half. Participants came up with the following points with regards to the SADC protocol

Work in progress to achieve targets in protocol: National and council level

- Leaders signing the protocol are a very crucial issue it shows commitment to them.
- Protocol seeks governments to take responsibility
- Government leaders should make sure that implementation is well done in all countries.

Key gender concepts

With 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 group write ups on the messages conveyed about men and women:

- Women take care of children and men are described as hard labourers
- Women and girls place is in the kitchen and men are regarded as leaders
- In the media women are portrayed as sex objects (advertising)
- Naked women advertise men's perfumes for the media's marketing strategy
- Most of the cultural practices disadvantage women-they are not allowed to get married after the death of the husband e.g. a woman is forced to have sex with the brother of the late husband and become the second wife (kubamba umuti) she has to remain in that homestead forever and the in-laws are protecting the late husband's properties.
- Women are care givers, they take care of the family, the sick and at funerals they play a leading role.

- Women are regarded as prostitutes (in the Bold and the Beautiful soapy)
- Culture promotes polygamy men are allowed to have more than one wives.
- Men have no respect to their wives they treat them as minors.
- Men are hard to deal with, they always want their word to be final
- Family businesses are mostly managed by men, women have to fight hard for their opinions to be considered

Gender and governance

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

Barriers to participation

- Women are not seen as leaders
- Family background of women, the upbringing (gender roles)
- Attitudes (men are superior than women)
- Women looking down upon other women (PHD)
- Self esteem (not confident of yourself as a woman)
- Lack of capacity building and knowledge
- Demands of household chores for women (dual roles that women plays, gender roles)
- Lack of understanding and knowledge
- Media portrayal
- Lack of support
- Male domination

The conclusion from this exercise was that such factors discourage women from participating in political decision making. The situation can be changed by capacitating and giving women leadership skills.

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 and organising. As management requires skills, it is not always the case that all leaders can be managers.

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 • Accountability • Problem solving 	<ul style="list-style-type: none"> • Listen to their problems • Come up with solutions • Active involvement of participation of community members • Meetings and campaigns • Giving feedback 	<ul style="list-style-type: none"> • Corruption • Abusive • Inaccessible as a leader • Attitudes • Dictator • False pretences • Arrogance • Greedy

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"> • Supervisory skills • Team builder • Planner • Confidence • Must have a vision (dreamer) • Implementer • Wisdom 		<ul style="list-style-type: none"> • Prioritise

Participants again were given exercises to do in groups on practical and strategic gender needs, gender blind, gender neutral and gender aware policies, gender mainstreaming, sex disaggregated data and gender budgeting.

They defined practical gender needs as:

- Participants defined practical needs as immediate and basic needs for survival e.g. food, water, Shelter, clothing and money

Strategic gender needs were defined as:

- Long term needs that needs planning e.g. Vuv kitchen soup project – welfare of volunteers, sustainability of feeding scheme, and monitoring of the ECCD programme.

On gender mainstreaming is implicating and planning for both women and men to benefit equally. It also looks at issues of gender and incorporating gender into your work.

Participants came with the following points:

- Putting gender issues in things you are doing.
- Men are more satisfied with service provision than women.
- There is a need to mainstream gender for both men and women at local level.
- The municipality has a task to address women on service provision
- As women are not covered on the services there is a need to incorporate gender in all policies at Vuvulane town.
- Women are lowly represented in top positions while men dominate top management positions.

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 17% and it was clear that there are gender imbalances 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.

Outcomes

- Gender mainstreaming – taking account of both women and men in plans and activities of councils by giving them equal opportunities.
- Issues concerning women are often ignored; there is a need for a gender policy development and capacity building strategies of training the community on gender issues.
- Adapt SADC Protocol on gender and development.
- Eliminate and advocate for a gender based violence free world.
- An increased knowledge and awareness on mainstreaming gender at the local government level through on the training on key gender topics like gender analysis and budgeting, media literacy and transformative leadership.
- The council must ensure that provided recreational facilities give equal opportunities for both men and women.
- In order to balance gender there is a need to capacitate men on gender issues, especially because they are still stereotypical on issues of culture. There is a need to capacitate men so that they can be at the same level in order to maintain gender equality.



Group work from L-R Vuvulane CEO Mr Justice Qwabe, Lucky Mahlinza and Councillor Moses Maziya

- Social responsibility the board should encourage the involvement of both sexes to voluntary work at the centre e.g gardening and cooking for the OVCs.
- 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

Procedure to learn how to draw a programme that will have stages and timeframes by starting with the community's views for developing the policy.

To get information from DCS and other NGOs, SWAAGA, GL and government (Ministry of Local Government, GU).

After getting the information the council will go and report back to the community. This will be done by the Board.

Gender Links to partner with Vuvulane Town Board in this process

The Board is responsible to ensure that the plan is adopted. The timeframe is ongoing.

Closing remarks

The chairperson Mr Victor Magwaza thanked Gender Links for recognising Vuvulane Town Board for such a powerful and encouraging workshop. He said on behalf of councillors they are committing themselves to make it a point and assured Gender Links that the plan will be adopted and implemented.

Outputs

Vuvulane Town Board Gender Management systems

ISSUES RAISED

Issue of gender management system participants discussed that Plans and programmes that would address issues of gender must be put in place. It came out that there is a need to have a unit that will solely deal with issues of gender whereby there is a focal person. Participants discussed that the system would include:

- Mechanisms
- Policies
- Structures (gender committees)
- Gender desk (women's caucus)
- The political head to spearhead the process will be directed to the CEOs office with the help of the HIVAIDS Programmes Manager (AMICAALL).



Chairperson – Mr Victor Magwaza doing a presentation

Annex A: Programme

PROGRAMME

Stage 3: Council level policy and implementation workshop

Country: Swaziland Vuvulane Town Board

Venue: Mhlume Country Club

Date: 27-29 June 2011

DAY/TIME	ACTIVITY	WHO
DAY ONE: 27 June 2011		
8:00 – 8:30	Registration	
8:30 – 8:45	Opening	
8:45 – 9:15	Introductions and objectives <ul style="list-style-type: none"> - To provide background and agree on objectives for the workshop - Expectations from participants - To develop guidelines of participation - Eyes and Ears 	
Key gender concepts		
9:15 – 10:15	<ul style="list-style-type: none"> - Sex, gender and stereotypes - Group work on stereotypes 	
10:15 – 10:45	TEA	
SADC Protocol on Gender and Development		
10:45 – 12:00	<ul style="list-style-type: none"> - Pre – Quiz - SADC Protocol DVD - Post – Quiz - Plenary discussions (questions) - Group work – popularising the Protocol 	
Gender and governance		
12:00 – 13:00	<ul style="list-style-type: none"> - Access, participation - Group work (role plays) 	
13:00 – 14:00	LUNCH	
Gender and governance continues...		
14:00 – 15:15	<ul style="list-style-type: none"> - Plenary discussions - At the Coalface DVD 	
15:15 – 15:30	TEA	
Transformative leadership		
15:30 – 17:00	<ul style="list-style-type: none"> - Power vs. Powerlessness - Leadership, management and transformation - Leadership qualities 	
17:00	CLOSURE	
DAY TWO: 28 June 2011		
8:00 – 8:30	<ul style="list-style-type: none"> - Reflections, Eyes and ears 	
Key gender planning concepts		
8:30 – 10:00	<ul style="list-style-type: none"> - Practical and strategic needs - Gender mainstreaming 	

DAY/TIME	ACTIVITY	WHO
	- Sex disaggregated data	
10:00 – 10:30	TEA	
Gender, the economy and budgets		
10:30 – 12:00	- Gender and the economy - Gender responsive budgeting - Participatory budgeting - Gender management systems	
Draft gender action plan		
12:00 – 13:00	- Key gender issues in local government	
13:00 – 14:00	LUNCH	
14:00 – 15:15	Draft gender action plan continues....	
15:15 – 15:30	TEA	
15:30 – 17:00	- Developing a gender action plan	
	- Group 1: Governance	
	- Group 2: Gender in existing programmes: Economy, procurement, housing, transport, utilities	
	- Group 3: Gender in existing programmes: Health, HIV and AIDS, environmental health, social development	
	- Group 4: Employment practices and environment	
	- Group 5: Gender management system	
17:00	CLOSURE	
DAY THREE: 29 June 2011		
8:00 – 8:30	- Reflections, Eyes and ears	
GBV Action Plan		
8:30 – 9:30	- 16 Days DVD - Key GBV provisions in the SADC Protocol on Gender and Development	
9:30 – 10:30	- GBV as a key service delivery issue	
10:30 – 11:00	TEA	
11:00 – 13:00	- Developing a plan to end GBV	
13:00 – 14:00	LUNCH	
14:00 – 15:00	- Communicating local GBV action plans	
15:00 – 15:30	TEA	
15:30 – 17:00	- Developing messages and slogans for the campaign	
17:00	CLOSURE	

Annex B: Attendance list

**Stage 3: Council level policy and implementation workshop
Country: Swaziland Vuvulane Town Board
Venue: Mhlume Country Club**

Date: 27 June 2011

NAME	Sex M/F	ORGANISATION / MUNICIPALITY	DESIGNATION	PHONE	FAX	E MAIL
Lucky Mahlinza	M	Vuvulane Town Board	Accountant	23131455	23131455	vuvtown@realnet.co.sz
Victor Magwaza	M	Vuvulane Town Board	Chairperson	76177013	N/A	N/A
Willies Shabangu	M	Vuvulane Town Board	Councillor	76020716	23131455	N/A
Justice M.Qwabe	M	Vuvulane Town Board	Clerk to Board	76137870	23131455	vuvtown@realnet.co.sz
Moses Maziya	M	Vuvulane Town Board	Councillor	76649772	23131455	N/A
Njabulo Ntshangase	M	Vuvulane Town Board	Programme Manager (AMICAALL)	76342326	23131455	njabulontshangase@hotmail.com
Nomcebo Dlamini	F	Vuvulane Town Board	Councillor	76056183	23131455	Cebos98@yahoo.com
Victor Magwaza	M	Vuvulane Town Board	Councillor (Chairperson)	76177015	23131455	N/A

Attendance statistics by gender

Females	1	12.5%
Males	7	87.5%
TOTAL	8	100%

Stage 3: Council level policy and implementation workshop
Country: Swaziland Vuvulane Town Board
Venue: Mhlume Country Club
Date: 28 June 2011

NAME	Sex M/F	ORGANISATION / MUNICIPALITY	DESIGNATION	PHONE	FAX	E MAIL
Lucky Mahlinza	M	Vuvulane Town Board	Accountant	23131455	23131455	vuvtown@realnet.co.sz
Victor Magwaza	M	Vuvulane Town Board	Chairperson	76177013	N/A	N/A
Willies Shabangu	M	Vuvulane Town Board	Councillor	76020716	23131455	N/A
Justice M.Qwabe	M	Vuvulane Town Board	Clerk to Board	76137870	23131455	vuvtown@realnet.co.sz
Moses Maziya	M	Vuvulane Town Board	Councillor	76649772	23131455	N/A
Njabulo Ntshangase	M	Vuvulane Town Board	Programme Manager (AMICAALL)	76342326	23131455	njabulontshangase@hotmail.com
Phindile Mabuza	F	Vuvulane Town Board	Typist	76149908	23131455	N/A
Nomcebo Dlamini	F	Vuvulane Town Board	Councillor	76056183	23131455	Cebos98@yahoo.com
Victor Magwaza	M	Vuvulane Town Board	Councillor (Chairperson)	76177015	23131455	N/A

Attendance statistics by gender

Females	2	22.3%
Males	7	77.7%
TOTAL	9	100%

Stage 3: Council level policy and implementation workshop
Country: Swaziland Vuvulane Town Board
Venue: Mhlume Country Club
Date: 29 June 2011

NAME	Sex M/F	ORGANISATION / MUNICIPALITY	DESIGNATION	PHONE	FAX	E MAIL
Lucky Mahlinza	M	Vuvulane Town Board	Accountant	23131455	23131455	vuvtown@realnet.co.sz
Victor Magwaza	M	Vuvulane Town Board	Chairperson	76177013	N/A	N/A
Willies Shabangu	M	Vuvulane Town Board	Councillor	76020716	23131455	N/A
Justice M.Qwabe	M	Vuvulane Town Board	Clerk to Board	76137870	23131455	vuvtown@realnet.co.sz
Moses Maziya	M	Vuvulane Town Board	Councillor	76649772	23131455	N/A
Njabulo Ntshangase	M	Vuvulane Town Board	Programme Manager (AMICAALL)	76342326	23131455	njabulontshangase@hotmail.com
Phindile Mabuza	F	Vuvulane Town Board	Typist	76149908	23131455	N/A
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Victor Magwaza	M	Vuvulane Town Board	Councillor (Chairperson)	76177015	23131455	N/A

Attendance statistics by gender

Females	2	22.3%
Males	7	77.7%
TOTAL	9	100%

Annex C: Gender action plan

GENDER ACTION PLAN FOR ROLL OUT IN LOCAL COUNCILS – VUVULANE

The fields to be completed are:

- **Who** – who/ which department/s will responsible of the action?
- **What is the baseline data** - what is the starting point, answer the questions?
- **What is the target / indicator** – what is the ultimate goal of the council and how will achievement of this goal be measured, answer the questions?
- **When** – what is the timeframe in which this should be completed?
- **Budget** – what is the budget required for this action to be completed?

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
GENDER POLICY FRAMEWORK						
Increase council's level of awareness around national, regional, international commitments that the country has made especially the SADC Protocol on Gender and Development and the National Gender Policy	Councils should have standard training on national, regional and international commitments made by the country at each induction session of new staff.	Clerk/ Board Amicaall	<ul style="list-style-type: none"> Establish training policy 	No. of trainings and no. of staff members.	2011-2013	<i>E10,000</i>
Ensure that there is a gender policy in the council and it is implemented.	Advocate for the development and implementation of a gender policy for the council.	Clerk/ board	<ul style="list-style-type: none"> Develop a gender policy Implement gender policy 	Gender policy developed and implemented.	2011-2013	<i>E20,000</i>
Gender issues are given a high political profile by the Council and has a political	Provide training for key councillors on gender issues to	Clerk/ Board	<ul style="list-style-type: none"> Conduct trainings for key councillors 	No. of trainings conducted. Gender laws passed in	2011-2013	<i>E15,000</i>

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
champion	ensure that gender issues are championed by key politicians.		on gender issues. <ul style="list-style-type: none"> Lobby MPs on gender issues. 	parliament.		
I. GOVERNANCE						
Representation						
To increase the representation of women councillors in the next elections to ensure that the SADC target of 50% women in local government is achieved by 2015.	Ensure that there are equal numbers of women and men councillors in the council through advocating for 50/50 quota	Clerk/ Board/ EBC	Civic education on election to sensitize participation of women	50/50 representation of both sexes in the council.	2011-2015	<i>E15,000.</i>
	Lobby that there are equal numbers of women and men in decision-making positions in council, Mayoral committee, chairs of committees etc.	Clerk/ Board/ EBC	Lobbying for equal quota in decision making.	50/50 representation of both sexes in decision making positions.	2011-2013	<i>E10, 000.</i>
	Ensure that there is gender balance on all community committees.	Clerk/ Board/ EBC	Sensitize committees on gender balance through meetings.	No. of meetings conducted.	2011-2015	<i>E10, 000.</i>
To ensure that women are equally represented in leadership positions in the Council.	Compile and update statistics on women in leadership positions in local government including management and other committees.	Clerk/ Board/ EBC	Keeping records/data on women in leadership positions.	Records of updated information on women in leadership positions.	2011-2013	-
	Encourage women to participate by	Clerk/ Board/	Conduct civic education on women participation.	Register for women who participated.	2011-2013	-

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	mentoring and coaching them into these roles	EBC				
To educate communities and raise awareness about the importance of women's equal representation in local councils	Raise awareness in communities on the importance of women being equally represented in local politics and the importance of voting for women.	Clerk/ Board/ EBC	Conduct meeting for communities.	Number of community meetings conducted.	2011 - 2013	-
	Host sensitisation programmes and hold dialogues that address the causes of 'pull her down' syndrome to promote better understanding of this phenomenon	Clerk/ Board/ AMICAALL	Draw the programme Hold dialogues.	No of dialogues conducted.	2011-2015	E13,000.
Participation						
To increase participation by women because their concerns are often sidelined or overshadowed by political party concerns.	Ensure that women and men participate equally in council meetings.	Clerk/ Board/ AMICAALL	Sensitize women on 50/50 participation through meetings.	No. of meetings held. Equal participation of men and women.	2011-12	E5,000
	Ensure that women have an influence on decisions taken by the council.	Clerk/ Board/	Down-up consultations. Sensitization of women to participate in community meetings.	No. of community meetings conducted. No. of inputs implemented.	2011-2013	E5,000
	Network with other local, national and provincial women's caucuses.	Clerk/ Board/ AMICAALL	Draw up a networking road map.	No. of women's caucuses.	2011-2013	E25,000
To empower women councillors to articulate	Conduct a skills audit of women's	Clerk/ Board/	Identify and capacitate skills of women's	No. of trainings conducted.	2011-2013	E20,000

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
what are regarded as "women's issues."	councillors.		councillors where needed.	No. of different skills acquired.		
	Induction programmes for new councillors with follow up refresher courses.	Clerk/ Board/	Facilitate for induction and refresher courses.	No. of induction programmes	2011-2013	E30,000
To empower men on gender issues and mobilise their support.	Host gender training workshops for male and female councillors and officials.	Clerk/ Board/ AMICAALL	Hold gender training workshops.	No of gender training workshops attended.	2011-2013	E20,000
	Host monthly gender dialogues with male councillors and officials.	Clerk/ Board/ AMICAALL	Hold gender dialogues	No. of gender dialogues conducted.	2011-2013	E20,000
Public participation						
To ensure that women and men participate equally in community matters	Collect, disaggregate and analyse data on communities.	Clerk/ Board/ AMICAALL	Draw a format of collecting/analysing data from the community.	Records of collected/analysed data.	2011-2013	E10,000
	Encourage men to participate in public meetings and on issues that are traditionally considered to be only of concern to women.	Clerk/ Board/ AMICAALL	Sensitize men to partake in public meetings.	Participation of men in meetings.	2011-2013	E5,000
	Educate, inform and disseminate information in indigenous languages on issues	Clerk/ Board/ AMICAALL	Conduct community meetings and trainings.	No. of meetings and trainings conducted.	2011-2015	E20,000

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	that affect women such as utilities, payment of bills, housing opportunities, contracts and employment opportunities and HIV and AIDS					
II. PLANNING						
To ensure that targeted planning and service delivery takes place in the council women are consulted equally in policy-making processes.	Ensure targeted gender planning and service delivery takes place in the council					
	Ensure strategic objectives of the Council explicitly mention gender.					
	Ensure that there are gender indicators in all plans.					
	Information is collected from women about their constraints, opportunities, incentives and needs and women are consulted in the drawing up of plans and policies.					
To ensure that women are consulted about their needs when drawing up	Adapt the vision and mission statement of the council to					

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
plans for the council.	ensure that it is gender aware.					
	Consult with both women and men when drawing up plans.					
	All units and departments should include gender indicators in their business plans.					
	Conduct surveys prior to planning to determine the needs of both women and men.					
	Councils should administer customer satisfaction surveys that are disaggregated and analysed according to gender.					
III. GENDER IN EXISTING PROGRAMMES						
Security and emergency services						
To address issues of safety within communities that affect women disproportionately especially in informal settlements.	All streets should be named so that emergency services can locate women who call for assistance	C.E.O , Board and Ministry of Housing and Urban Development	Something is done by the mentioned community	Issues of land resolved	Not specific time	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	Establish community policing posts	C.E.O	There are community police and government police conduct patrols	Less crime, in the future they might be a police post a few kilometres from the town	On going	
To educate women and to raise awareness, especially of women-headed households in informal settlements, who suffer disproportionately as a result of fires that destroy their homes and livelihoods.	Awareness programmes that target women, on the prevention of fires. Train community members on how to prevent disasters and to handle emergencies, including first aid.	C.E.O and gender committee	the town does attend issues on disaster management through partners. The community has not been trained on disaster	A disaster management committee	2012- on going	E20,000-00
The economy and job creation						
To facilitate equal employment opportunities because women are disproportionately affected by high levels of unemployment	The council has a local economic development plan that targets women entrepreneurs as key beneficiaries	C.E.O , Gender committee and the Board	The number of women employed is less	Number of women employed would be increased and number of women owning businesses	2012- on – going	
	Ensure that women and men benefit equally from informal trading facilities in the council.	C.E.O and gender committee				
To obtain sex disaggregated data on unemployment levels in local authorities	Conduct surveys, collect data and analyse it in conjunction with NGOs and CSO	C.E.O and gender committee	There is no data for unemployment	Disaggregated Number of people employed	2012- On going	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
To promote equal representation of women in the tourism industry	Facilitate development and entry of women into the tourism industry e.g. Provision of land to women in the industry	C.E.O and committee	There is no data in place for now and place is not yet being used for now	Number of men and women involved in industry	2012/13	E 2000-00
Procurement						
To ensure that women benefit equally from the procurement process which they have historically been excluded from.	The council has a procurement policy that sets a target for increasing the number and value of contracts received by women.	C.E.O and Board	There is policy in place	There number of people would be seen at the end of the year. Which would be disaggregated	2011/12	
	Implement and monitor quotas for women for the awarding of council contracts	C.E.O and Board	Employment and code of conduct policy is in place	There number of people employed (disaggregated data)	2012/13	
Poverty eradication						
To develop a gender sensitive strategy to address the high levels of poverty that affect mainly women especially women headed households and align it with the planning unit in the Ministry of Finance	Facilitate the implementation of income-generating activities, improve resources allocated and implement monitoring and evaluation systems Train women on project management and sustainable livelihoods and how to access CDF and network with NGOs	C.E.O and gender committee	There are women involved in small businesses and Income generating projects. There AMICAALL department is working with partners on skills for both women and men	Number of men and women involved in projects	On- going	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	Liaise with and support CBOs and NGOs already working with poor households.					
Business support						
To promote women's participation in the business sector where they are poorly represented	Link women's small businesses with opportunities in the value chains of growth sectors.					
	Encourage public and private business partnerships.					
To empower women entrepreneurs through business skills and support	Facilitate skills development, access to information and finance, and business support for poor women.					
Informal sector						
To promote equal access to markets.	Link women to growth sectors.					
INFRASTRUCTURE						
Housing						
To promote the equal rights of women to land tenure	The council keeps sex disaggregated data on title deeds.					
	The council has taken steps to ensure that women benefit equally from land and housing opportunities.					

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
To ensure that women's needs are taken into account because they are mostly affected by inadequate housing.	Identify unsatisfactory living environments and formulate recommendations for their improvement.					
Water, sanitation and electricity						
To ensure that women, who are disproportionately affected by inadequate service delivery, are provided with affordable access to basic services	The council has sex disaggregated data on who has access to basic services i.e. male and female headed households.					
	Women are involved in the planning, management and maintenance of these services and facilities.					
	Ensure that women are consulted prior to the provision of services.					
Environmental health						
To involve women, as key stewards of the environment, in environmental preservation projects or making business ventures from the environment.	Women are consulted in the management of waste.					
	Women and men benefit equally from business opportunities in this sector.					
To take into account the needs of women who are	Women's needs should be taken into					

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
increasingly burdened with the responsibility of burying family and community members.	account in the location of cemeteries.					
HEALTH						
Ensure health facilities are accessible to women						
HIV and AIDS						
Prevention						
To establish the gendered dimensions of HIV/AIDS and raise awareness on the disease in the council.	Ensure that council keeps gender disaggregated data on HIV/AIDS					
	Integrate gender considerations local in HIV/AIDS programmes.					
	Develop gender aware HIV and AIDS public education and awareness campaign.					
To raise awareness that there is an increased risk of contracting HIV/AIDS as a result of sexual assault.	Public awareness campaigns on the links between GBV and HIV/AIDS					
To educate women who are not aware of the need to avail themselves of Post Exposure Prophylaxis (PEP) and emergency contraception in the event of a sexual assault.	Integrate PEP into public awareness campaigns; Lobby to have PEP available in all health facilities.					
To educate women and men on voluntary	Obtain gender disaggregated					

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
counselling and testing which is a powerful tool for preventing the spread of HIV/AIDS.	statistics on VCT. Use this to devise campaigns to encourage women and men to go for VCT.					
Treatment						
To address the fact that women are often the last to access free treatment where this is available.	Gender disaggregated statistics on access to treatment and care; policy measures to rectify this.					
Social development						
To make community and sporting facilities more accessible to women and girls and ensure that they benefit equally from such facilities.	The council keeps sex and age disaggregated data on the use of existing facilities, e.g. retirement centres, community centres, libraries and Women, girls, men and boys benefit equally from budget allocations for sports and recreation facilities					
	Design programmes to ensure that women and men benefit equally from local authority facilities, for example promoting					

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	women in traditionally male sports, e.g. Soccer and boxing.					
IV. EMPLOYMENT PRACTICES AND ENVIRONMENT						
To increase the representation of women employed in the council.	Adopt the SADC target of 50% women in all areas of leadership and employment by 2015. Explicitly prioritise gender equity in performance plans.	Clerk / board	Conduct civic education on gender equality during elections. Promote a vote for women campaign	Increased participation during elections Increased number of women participation in councils	2011-2013	E50,000
	Address gender imbalances in departments – increase number of women employed overall as well as increase the number of women in senior and management positions and address the departments where the greatest imbalances exist.	Clerk / board	Create posts that prioritize women employment both in management and staff	Number of women employment in council	2011-2013	E250,000
	Include women's targets as a non negotiable component of senior managers' contract.	Clerk / board	Meet targets as per SADC gender protocol	Number of targets met	2011-2013	
	Obtain buy-in and support of the unions for increased	Clerk / board	Meetings with the unions for increased gender equity	Number of meetings with unions	2011-2013	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	gender equity in the employment profile of the council.					
Selection and recruitment						
To ensure that the recruitment and selection process offers equal opportunity to women.	All job advertisements should encourage women to apply.	Clerk /board	Include 'equal opportunity' clause in advertisements for job opportunities	Increased number of female applicants	2011-2013	
	Selection panels should be gender balanced.	Clerk/ board	Panel to involve female participation	# of female participation increased.	2011-2013	
	Gender sensitive selection policies should apply at all time: Interviews questions and practices should not discriminate against women in any way. Experience and qualifications should both be taken into account in evaluating suitability for posts.	Clerk/ board	Implement gender aware policy.	Gender sensitive policies considered	2011-2013	E10,000
	Develop comprehensive employment equity plans.	Clerk/ board	Develop comprehensive employment plan	Comprehensive plan developed and operational	2011-2013	E10,000
	Apply job preservation policy to meet women's targets.	Clerk/ board	Develop policy to preserve women's target	Policy in place and operational	2011-2013	E20,000
	Incorporate gender	Clerk	Incorporate into council	Gender incorporated	2011-2013	-

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	into structure system policies and processes.	/board	standing orders	and operational		
Career pathing						
To educate and train women employees, who have previously been disadvantaged, by implementing capacity-building and mentoring programmes so that they may be empowered to perform their job functions and map their intended career paths	Council should have a staff development plan and this should be adequately planned and budgeted for.	Clerk / board	Develop staff development policy	Policy in place and operational	2011-2013	E10,000
	Undertake a skills/qualification audit and assessment of all municipal employees.	Clerk / board	Conduct audit on staff qualification assessment	Staff qualifications identified	2011	-
	Devise and implement a range of capacity-building options for employees and councillors	Clerk / board	Develop capacity building policy for staff and councillors.	Capacity building policy in place and operational	2011-2013	E10,000
	Mentoring new and employees.	Clerk/ MHUD	Orientation of new councillors and staff	Staff and councillors aware of their responsibilities	2011-2013	-
	Provide information to councillors, CBOs and community members.	clerk	Information dissemination to communities through stakeholders meeting	Community participation in stakeholders meetings	2012 – 2013	-
	Increase the number of learnerships available for girls.	Clerk/ board	Identify number of girls for learnership Segregate according to ages	Number of girls identified for learnership	2011-2013	-
Work conditions and environment						
To facilitate women's equal participation in the	Provide and standardise	Clerk / board	Improve terms and conditions of	Terms and conditions policy implemented.	2011-2013	-E5,000

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
workplace by providing support for parents because parenting responsibilities have continue to be the main responsibility of women.	paternity leave and accompany this with a programme on responsible fatherhood. Possibly consider shared maternity and paternity leave		employment policy			
	Meetings times should take the needs of all employees into consideration and not run too late.	Clerk /board	Rescheduling meeting times (flexibility)	Meetings accommodating all staff members	2011-2013	-
	Provide child care facilities for municipal employees.	Clerk / board	Provide facility for children	Facility in place and operational	2011-2013	E150,000
	Provide flexible work arrangements for parents.	Clerk / board	Promote flexible hours for breastfeeding	Parents able to breastfeed their children during working hours.	2011-2013	-
	Conduct awareness programmes on parenting responsibilities.	Clerk/ amicaall	Conduct meetings and campaigns on breastfeeding, nutrition, and parenting awareness	Number of campaigns and meetings conducted	2011-2013	E20,000
Address issues of sexual harassment in the council.	Develop and implement a sexual harassment policy (SHP).	Clerk / board	Develop sexual harassment policy	Sexual harassment policy in place and operational	2011-2013	E15,000
	Workplace education and awareness on the SHP	Clerk / board	Conduct workshops/seminar for employees	Number of seminars and workshops conducted	2011 – 2013	E15,000

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
V. GENDER MANAGEMENT SYSTEM						
Gender structures						
To establish structures that constitute the gender machinery and to ensure that they have the authority to carry out their work and to obtain the commitment of all managers.	The council has set up a gender structure, including a gender focal person, which has a budget and is empowered to do its work.	Clerk / FP / Board	To train the FP on gender management system Board to support with funds FP to have work plan	Work plan in place with budget FP equipped with skills on gender management	2011 – 2013	E50,000
	Gender is written into the job descriptions and performance agreements of managers and key functionaries	Clerk / management	To review job descriptions for employees	job descriptions should be gender aware	2011 – 2013	E5,000
Budget, monitoring and evaluation						
To make use of gender disaggregated data for monitoring and evaluation to ensure that gender equality is being strived for.	A share of expenditure is explicitly targeted at promoting gender equality.	Clerk / amicaall	To stick to Boards strategic plan	Quarterly reports that indicates budget usage	2011 – 2013	
	Women are able to benefit equally and meaningfully from the resources allocated to mainstream projects.	Clerk / board / amicaall	To involve women in planning and implementation of the projects	Women participation on programme in place	2011 – 2013	
	Service, employment, procurement statistics are disaggregated by sex and gender	Clerk / board	Formulation of policies to guide council on procurement procedure and human resource	The policies are in place and operational	2011 – 2013	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	indicators have been put in place for planning and human resource management systems.					
To ensure that resources are being allocated to gender priorities.	Ensure that departments allocate resources to gender priorities.	Clerk / HODs	All employees should be well equipped on gender priorities	Allocation of resources to all departments	2011 – 2013	
Capacity building						
To ensure that training is done to educate all employees and community groups on gender	Diversity and gender training is provided for both men and women in the council, at all level and is done systematically	Clerk / amicaall	To conduct training on gender issue on employees and communities	# of trainings conducted	2011 – 2013	E30,000
	Facilitate skills training for members of gender machinery.	Clerk / amicaall	To identify members to be trained Conduct training	# of trainings conducted to members	2011 – 2013	E10,000
	Liaise with service providers to provide training programmes.	Clerk / amicaall	To identify service providers for training	training programme developed	2011 – 2013	-
	Facilitate training programmes among councillors, officials and community groups and asses impact of the training.	Clerk / FP / amicaall	To plan and organise training programmes for councillors, officials and community groups	Trainings for councillors, officials and community groups are conducted	2011 – 2013	E30,000
	Gender sensitivity, analysis training for both male and	Clerk / amicaall / FP	To organise training for councillors and officers	Councillors and officers trained on gender equality	2011 – 2013	E15,000

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	female councillors and officers.					
To raise awareness on gender issues and challenge the belief that gender is a "women's issue".	Compile a calendar of special gender events and campaigns.	Clerk / FP / amicaall	Compile calendar on special days for gender campaigns	Special days observed on gender issues	2011 - 2013	-
	Prepare pamphlets, advertising, posters, logo etc.	Clerk / FP	Develop an IEC material on gender issues	IEC material available in both languages	2011 - 2013	E20,000
	Engage in campaigns to raise the profile of gender e.g. Women's Day; Father's Day, Sixteen Days campaign.	Clerk / FP / amicaall	Council work plans and calendar to include special days	Increased participation of council and staff on special days	2011 - 2013	E15,000

Annex D

GENDER BASED VIOLENCE ACTION PLAN FOR ROLL OUT IN LOCAL COUNCILS - VUVULANE

The fields to be completed are:

- **Who** – who/ which department/s will responsible of the action?
- **What is the baseline data** - what is the starting point, answer the questions?
- **What is the target / indicator** – what is the ultimate goal of the council and how will achievement of this goal be measured, answer the questions?
- **When** – what is the timeframe in which this should be completed?
- **Budget** – what is the budget required for this action to be completed?

FLAGSHIP PROJECT - ENDING GENDER BASED VIOLENCE

Support						
\To implement a plan and actions that supports survivors of GBV	Carry out an audit of safe houses.	Amicaall/ clerk	<ul style="list-style-type: none"> • Meetings with the communities, DCS • Draw MOU with DCS, Community 	<ul style="list-style-type: none"> • Number of meetings and consultations • Reports from DCS, community 	2011-2012	-
	Commit council resources to strength and ensure sustainability of existing places of safety and establish some in places where they do not exist.	Clerk/ Town board	<ul style="list-style-type: none"> • Identify unused land or structures for safe houses 	Number of houses identified	2012-2014	E250.000
	Establish day care centres for the elderly to ensure	Clerk/ amicaall	<ul style="list-style-type: none"> • Identify # of elderly • Identify unused 	Number of elderly	2012-2015	-

	their safety.		land or structures for elderly			
	Ensure that women are economically empowered to reduce their vulnerability to gender violence.	Clerk/ Amicaall	<ul style="list-style-type: none"> • Training on SMEs, GBV • Women empowerment 	<ul style="list-style-type: none"> • Number of trainings conducted • Number of SMEs established 	2011-2014	E150.000
Coordination						
To ensure that efforts to address GBV are conducted in a coordinated manner	Establish multi-sector coordinating structures to tackle gender violence.	Clerk/ amicaall	<ul style="list-style-type: none"> • Identify partners • Draft work plans 	Number of partners identified Work plan in place	2011-2012	
	Strengthen relations with local police stations and ensure that cases of GBV are efficiently and effectively addressed.	Clerk / amicaall	Consultations and draw MOU	MOU in place and operational number of cases reported	2011-2012	
Budget allocation						
To ensure that Councils commit budget and resources to addressing GBV	Allocate budget and resources to addressing GBV	Board clerk	<ul style="list-style-type: none"> • Consultation • Budgeting 	Strategic plan budget	2011-2013	5% of budget
To ensure that efforts to address GBV are monitored and evaluated	Develop a set of targets and indicators to measure progress and ensure that these are mainstreamed into development	Clerk / amicaall	Quarterly review of action plan	<ul style="list-style-type: none"> • Number of targets • Number of challenges 	2011-2013	E10,000

	plans.					
Prevention						
Women's safety To make communities safer by planning and improving safety in public places	Conduct gender safety audits and reflect specific targets for reducing GBV.	Clerk / amicaall	Identify risky areas	<ul style="list-style-type: none"> Number of risky areas identified 	2011-2013	-
	Conduct a gender safety audit and convene an annual Women's Safety Assessment Focus Group.	Clerk / board, amicaall	<ul style="list-style-type: none"> Establish and launch women's safety assessment focus group. commemorate women's safety and observe 16 days of activism 	Women's focus group established and operational 16days of activism observed	2011-2013	E50,000
	Work with communities to ensure that all public spaces such as parks, cemeteries, and all neighbourhoods are safe with adequate street lighting.	Clerk/ board	<ul style="list-style-type: none"> Install more high mast lights House numbers 	No dark spots within urban area Houses numbered	2011-2013	E500,000
	Develop and implement a lighting master plan for the council, plan-maintenance must be in place-monitoring mechanisms and turnaround time	Clerk /board	<ul style="list-style-type: none"> Engage full time personnel Develop lighting master plan 	Full time personnel employed Master plan in place	2011-2013	E200,000
	Name all streets clearly so that	Clerk /board	<ul style="list-style-type: none"> Streets naming Develop Land 	All streets named Land marks developed	2011-2013	E100,000

	police and other emergency services can reach residents with ease in the event of emergencies. In informal settlements each municipality to develop land marks		marks			
	Conduct safety awareness programmes and establish a watchdog community including all community based structures e.g. community policing forums, etc.	Clerk / board	Conduct meetings on awareness programs with police, community and community police on crime prevention	Number of meetings conducted. Community watchdogs in place	2011-2013	E50,000
	Involve street hawkers in crime watchdog projects.	Clerk / board	Meeting with street hawkers to sensitize community safety Elect community watchdogs	<ul style="list-style-type: none"> • Number of sensitization meetings conducted • Number of street hawkers in crime watchdog project 	2011-2013	-
Public awareness campaigns						
To educate communities to challenge and eradicate gender based violence.	In partnership with NGOs and CBOs stretch Sixteen Days of Activism campaign to a year-long	Clerk / amicaall	Establish partnerships with parties involved in gender issues Conduct dialogues on GBV and information dissemination	<ul style="list-style-type: none"> • Number of partnerships • Number of dialogues conducted 	2011 - 2013	E30,000

	campaign					
	Conduct awareness campaigns; take a high level political stance against GBV. Plan for and participate in the Sixteen Day Campaign and plan for 365 days	Clerk / board, amicaall	Conduct campaigns on passing bills into laws to parliament Participate in sixteen day campaign	<ul style="list-style-type: none"> • Number of campaigns conducted • Number of bills passed into laws • Commemorate sixteen days of activism 	2011-2013	E50,000
	Mount high profile campaigns to reclaim areas that have become unsafe for e.g. Take Back the Night campaign to sustain the momentum.	Clerk / amicaall	Identify unsafe areas Campaigns on take back the night	<ul style="list-style-type: none"> • Number of areas identified • Number of campaigns conducted 	2011 - 2013	-
	Promote involvement of men and boys in ending gender violence.	Clerk / amicaall	Plan for involving men and boys on gender violence. Conduct meetings	Strategies in place for male involvement # of meetings held	2011-2013	E20,000
	Monitor and evaluate impact of all public awareness campaigns	Clerk /gender links amicaall	Swot analysis tool	Swot analysis tool in place	2011-2013	E10,000
	Join the 'Making IT work for Gender Justice' initiatives such as cyber dialogues.	Clerk /gender links amicaall	Swot analysis tool	Swot analysis tool in place	2011-2013	E10,000
Best practices						
To showcase best practices to end GBV	Collect and present best	Clerk/gender	Develop questionnaire on best practices.	best practices in place # of meetings held	2011-2013	E20,000

	practices being done by councils to end GBV	links / board	Conduct meeting with councillors and community.			
Response						
To implement actions that are effective in responding to GBV in your council	Ensure effective and efficient police posts.	Clerk/ board	Facilitate for police post establishment	Police post established	2011-2012	E5,000
	Work with the police and communities in ensuring that cases of gender violence are reported and addressed.					
	Liaise closely with the police; ensure a private room/ victim empowerment unit at police stations; improve the services provided by the Police.	Clerk/ board	provide structures to accommodate all departments	Police post in place with all departments	2011-2012	E100,000
	Strengthen and support shelters and places of safety for survivors of gender based violence in liaison with NGOs. Facilitate the enhanced and co-ordinated provision of post-traumatic services and facilities by all	Clerk ,board, amicaall	Establish information office Involving DCS, social welfare. Establishment of empowerment projects	Information office established Life skills support and projects in place	2011-2013	E150,000

	stakeholders					
	Develop and maintain an updated database of services and facilities available to survivors and victims of gender based violence. Capacitate survivors of gender violence with life skills and provide ongoing support in collaboration with various community structures.	Clerk /board/ amicaall	Establish victims support unit Train ward committees on counselling	Victims support unit established #of ward committee members trained.	2011-2012	E50,000
	Encourage role modelling of survivors and victims					
	Strengthen family counselling services provided at victim support units and train ward committee members to provide support	Clerk /board/ amicaall	Establish victims support unit Train ward committees on counselling	<ul style="list-style-type: none"> • Victims support unit established • Number of ward committee members trained. 	2011-2012	E50,000

Annex D: Workshop Evaluation

WORKSHOP EVALUATION

Total No. of returned forms: 8

	<u>EXCELLENT</u>	<u>GOOD</u>	<u>FAIR</u>	<u>POOR</u>	<u>VERY POOR</u>
1. PROGRAMME DESIGN		7	1		
2. PROGRAMME CONTENT	1	5	1	1	
3. DOCUMENTATION		6	1	1	
4. FACILITATION	3	3	2	1	
5. GROUP WORK	3	4	1		
6. OUTPUTS	2	4	2		
7. OUTCOMES AND FOLLOW UP PLANS	2	5	1		
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?

- Key gender concepts and gender budgeting - They explicitly define gender and importance of equally participate in decision making.
- Transformative Leadership because now I can differential between a person that has leadership quality to that person of management quality. It is an indication that nothing is impossible if you are determined to what you want to do (power within). Women should stand for their rights.
- Gender mainstreaming and gender planning concepts it differentiates gender practicals and gender needs.
- GBV it is a critical issue affecting most people especially women and children.

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

- None because all of the sessions are an eye opener to me.
- None its just most of the modules just concentrate on empowering women.

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

- Civic Education at our local level either at work place or at community level
- Gender management systems and gender action plan
- Apply it at home first, community meetings and at work
- By conducting meetings, workshops/training with community
- By conducting dialogues with communities to disseminate the information
- As a woman I will encourage other women and support them in the fight against GBV.

4. Any other comments?

- Thank you to Gender Links for being identified for such programme
- Gender equity and equality must be encouraged
- Gender Links concepts must be introduced to Chiefs, tinkhundla centres, regional administrators and parliament so the whole country (people) benefit and buy-in the whole motive behind the campaign.