



INCEPTION WORKSHOP REPORT

Country: Swaziland
Council: Hlatikhulu Town Board

Dates: 4-5 June 2013
Venue: Assegai Inn Hlatikhulu



Hlatikhulu: Themba Dlamini, Tenele Dlamini and Buyisile Makhanya in a group work during the town's 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 4-5 June 2013 at Assegai Inn with Hlatikhulu 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, indvuna yenkhundla, Bucopho, police officers and councillors, in total 14 participants (10 men and 4 women)

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

Hlatikhulu 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 "*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 presentation by Mayor Simo Dlamini during the inception workshop with Hlatikhulu Town Board

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 and the work of Councils from a gender perspective.

Welcome and opening

The workshop was opened by the Deputy Mayor of Hlatikhulu Town Board Mr Joseph Dlamini who opened and welcomed everyone to the workshop. He thanked GL who saw it important to organise the training workshop to improve operations of the Town Board. He further elaborated that this workshop came at the right time as there are new councillors and this will help them in understanding the work around the centres of excellence programme. Hlatikhulu Town board is a small town just 15 to 20 minutes’ drive from Nhlngano. He said he hoped that this workshop would be of good help especially because it is time of the registration for the national elections, he urged participants to concentrate carefully so that they can share and also encourage other women to vote for others so that the country can at least meet the 2015 required targets by the SADC Protocol.

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. - Women are not allowed to sit on a chair (traditionally) a woman sits on a mat they are taken as minors. - In the media women are portrayed as sex objects (advertising) - Women’s nakedness is not respected 	<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

<ul style="list-style-type: none"> - Behind a successful man is a woman - No woman no cry - Women are regarded as prostitutes (in the Bold and the Beautiful soapy) - Women are subordinates - Women are Sunday school teachers and are always in the forefront in praise teams. - Women are reckless drivers. - 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 	<ul style="list-style-type: none"> 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 - Men are hard to deal with, they always want their word to be final - men are described as hard labourers
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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

- Women are not recognized as leaders by the society;
- Family background of women, influenced by cultural upbringing
- Attitudes (men are superior than women)
- Women looking down upon other women (PHD)
- Low self-esteem on women (not confident of themselves to challenge men on positions of leadership.
- 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.

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 • Accountability • Problem solving • Supervisory skills • Team builder • Planner • Confidence • Must have a vision (dreamer) • Implementer • Wisdom 	<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 • 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 29% 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 in their smaller groups.

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 and transformative leadership.
- The council must ensure that provided recreational facilities give equal opportunities for both men and women.



Hlatikhulu Town board Focal Person Ncamiso Mmemma

- 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.
- There is a need to keep Hlatikhulu town clean and to make sure that the community benefits from everything the council has learnt and help eradicate GBV and poverty.

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.

Ensuring gender balance and sensitivity in council and in all committees. Women also have rights to be elected in senior positions, it is important to use the last opportunity and vote for women.

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

The timeframe is ongoing.

Closing remarks

The Mayor Mr Simo Dlamini thanked Gender Links for recognising Hlatikhulu 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 both action plans would be adopted and

implemented. He also encouraged participants to register and that in order for the country to need the required 28 targets by the SADC Protocol, it is important to vote for more women in decision and leadership positions.

Outputs

ISSUES RAISED

Issues of gender concepts participants discussed that at first they did not understand why gender should be mainstreamed in the council until the facilitator explained. 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
- Good things always goes to men e.g. special dishes
- Men are closer to God
- Council to make it a point that in any advertised jobs women are given an opportunity.
- The council to commit itself on mainstreaming gender in Hlatikhulu
- 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: Swaziland Hlatikhulu Town Board
Venue: Assegai Inn
Date: 4-5 June 2013**

DAY/TIME	ACTIVITY	TIME	WHO
DAY TWO: 04 June 2013			
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	2 hours	Participants
	Report back		participants
Gender, governance and transformative leadership			
14.00- 15.30	Access, participation, transformative leadership Group work (role plays)	1 hr 30 min	GL/Participants
	Report back		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
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: Swaziland Hlatikhulu Town Board
Venue: Assegai Inn
Date: 04 June 2013**

NAME	Sex M/F	ORGANISATION	DESIGNATION	PHONE	FAX	E MAIL
Ncamiso Mmema	M	Hlatikulu town board	MAPM	76284627	22176135	ncamisommema@yahoo.com
Siza Sifundza	M	AMICAALL	Youth mentor	76148066	22176135	
Simo Dlamini	M	Hlatikulu town board	Chairperson	7675497	22176135	dlaminisimo@ymail.com
Muntu Lukhele	M	Magele area	Indvuna	76048692		
Welcome Dlamini	M	Hlatikulu town board	Supervisor	76419129		
Tenele Dlamini	F	AMICAALL	SCS	76279302	22176135	teneory@gmail.com
Petros Khumalo	M	Hlatikulu town board	Cllr	76117625		petroskhumalo@yahoo.com
Mlungisi Maphalala	M	Sibetsamoya	Indvuna	76530384		
Joseph Dlamini	M	Deputy Mayor	Cllr	76044151		
Sbongile Mazibuko	F	Hlatikulu town board	Cllr	76076114		
Buyisile Makhanya	F	MSF	HTC Supervisor	76368790		buyisilemakhanya@gmail.com
Mlamuli Dlamini	M	Swaziland government	MP	76154846		
Thandokuhle Dlamini	M	Gender Links	Programme assistant	76353820		swazilandintern@genderlinks.org.za
Ncane Maziya	F	Gender Links	Country manager	76240486		swdlocalgvt@genderlinks.org.za

Attendance statistics by gender 76448845

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

Stage 4: Inception Workhop
Country: Swaziland Hlatikhulu Town Board
Venue: Assegai Inn
Date: 05 June 2013

NAME	Sex M/F	ORGANISATION	DESIGNATION	PHONE	FAX	E MAIL
Ncamiso Mmema	M	Hlatikulu town board	MAPM	76284627	22176135	ncamisommema@yahoo.com
Siza Sifundza	M	AMICAALL	Youth mentor	76148066	22176135	
Simo Dlamini	M	Hlatikulu town board	Chairperson	7675497	22176135	dlaminisimo@ymail.com
Muntu Lukhele	M	Magele area	Indvuna	76048692		
Welcome Dlamini	M	Hlatikulu town board	Supervisor	76419129		
Tenele Dlamini	F	AMICAALL	SCS	76279302	22176135	teneory@gmail.com
Petros Khumalo	M	Hlatikulu town board	Cllr	76117625		petroskhumalo@yahoo.com
Mlungisi Maphalala	M	Sibetsamoya	Indvuna	76530384		
Joseph Dlamini	M	Deputy Mayor	Cllr	76044151		
Sbongile Mazibuko	F	Hlatikulu town board	Cllr	76076114		
Buyisile Makhanya	F	MSF	HTC Supervisor	76368790		buyisilemakhanya@gmail.com
Mlamuli Dlamini	M	Swaziland government	MP	76154846		
Thandokuhle Dlamini	M	Gender links	Programme assistant	76353820		swazilandintern@genderlinks.org.za
Ncane Maziya	F	Gender links	Country manager	76240486		swdlocalgvt@genderlinks.org.za

Attendance statistics by gender

Females	4	28.57%
Males	10	71.43
TOTAL	14	100%

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 practical and strategic 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.