

Attachment 2



UNITED NATIONS
ECONOMIC AND SOCIAL COUNCIL

ECONOMIC COMMISSION FOR AFRICA

ECA/ACGD/MR/BOT/2002

MISSION REPORT

**Report of Training Workshops for Monitoring and Evaluation of the
Implementation of the Dakar and Beijing Platforms for Action**

17 – 28 June 2002
Gaborone, Botswana

prepared by

Hannah Taigha
Social Affairs Officer, ACGD

And

Eva Kiwango
Social Affairs Officer, ACGD

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**Report for Training Workshops on Monitoring and Evaluation of the implementation of
the Dakar and Beijing Platforms for Action
Gaborone, Botswana, 17 – 28 June 2002.**

1. INTRODUCTION

The Monitoring and Evaluation (M & E) Programme for the African Plan of Action to accelerate the implementation of the Dakar and Beijing Platforms for Action (PFA) developed by the African Centre for Gender and Development (ACGD). It seeks to promote and build capacity of African countries to accurately assess progress over time on the status of women following the implementation of the Dakar and Beijing Platforms for Action. The monitoring process will cover the period 2002-2004. The Programme is comprised of Tools to be applied at National, Sub-Regional and Regional levels.

The Capacity Building component constitutes one of the three components of the Monitoring and Evaluation Programme. This component is planned to prepare and facilitate the implementation of the Programme within the framework of the regional and global preparations for the Beijing + 10 meetings in 2004 and 2005. It comprises a series of Training Workshops on the actual implementation of the Programme and technical backstopping during the implementation process. Seven workshops have been organized in the 5 subregions in collaboration with the Subregional Development Centres (SRDC) and other partners.

Subsequently, a mission composed of Ms. Hannah Tiagha, Social Affairs Officer, Ms. Hilda Tadia, ECA Regional Advisor and Ms. Eva Kiwango, Social Affairs Officer was undertaken on 13 – 30 June to Gaborone, Botswana. The overall objective of the mission was to facilitate two training workshops to build the capacity of the National and Sectoral Monitoring and Evaluation Officers from Tanzania, Seychelles, Zambia, Zimbabwe, Swaziland and Botswana. The workshop was organized by ACGD in collaboration with the Department of Women Affairs, Botswana, the SADC Gender Unit and ABANTU.

2. OBJECTIVES OF THE MISSION

The main objective of the mission was to train the Monitoring and Evaluation Officers on the implementation of the Monitoring and Evaluation Programme for the African Plan of Action in order to promote and build capacity of African countries to accurately assess progress over time on the status of women following the implementation of the Dakar and Beijing Platforms for Action.

The specific objectives were to build the capacity of the Monitoring and Evaluation Officers to:

- Utilize the M&E Tools to monitor and evaluate their performance in mainstreaming gender into their policies, plans and programmes at the national level;
- Understand the operational mechanism whereby the monitoring and evaluation programme will be implemented;
- Mainstream gender in their national development policies, plans and programmes in selected ministries; and
- Synthesize the information collected into informed comprehensive national reports on progress made in the implementation of national gender policy frameworks and its impact on the status of women.

3. ATTENDANCE

Prior to the workshop, participating countries had nominated Monitoring and Evaluation Officers from the following key ministries: Finance, Planning, Agriculture, Trade and Industry, Health and Ministries in charge of Gender, including a representative from the national co-ordinating NGO. The two workshops were attended by a total of forty M&E Officers. Six officers from Tanzania, seven officers from Seychelles, seven officers from Zambia, five officers from Zimbabwe, seven officers from Swaziland, six officers from Botswana and one officer from Sudan. Two officers from the East Africa and North Africa Subregional Development Centers, two officers from SADC Gender Unit and three officers from ABANTU for Development also attended (See: Annex 1: List of Participants).

4. TASKS AND METHODOLOGY OF THE MISSION

In order to address the above objectives, the ECA mission in partnership with ABANTU for Development, the Department for Women Affairs in Botswana and SADC Gender Unit organized two five-day training workshops for the Monitoring Evaluation Officers from six countries in Eastern and Southern Africa that are members of the ECA statutory Committee on Women and Development (CWD).

In preparation for the mission, to ensure a systematic approach to training and best use of resources, ACGD developed a training plan based on the existing monitoring and evaluation Training Manual. The Manual suggests that the workshops focus on the following modules:

- A. Some familiarization on **Gender Concepts and Gender mainstreaming**. The presentation also included a highlight of tools for gender mainstreaming. This was very useful because it provided the following to the participants: (i) awareness, the concept and importance of gender; (ii) rationale for incorporating gender into national development programmes; (iii) provided basis on the need for measuring progress in gender mainstreaming, thus, the need for the M & E programme.

- B. **Introduction to Monitoring and Evaluation Concepts.** This contextualized the entire M & E programme through providing: (i) the context in which ECA is involved and accountable; (ii) the niche of the ECA's as a regional Commission, its operations and its sub-regional outreach; (iii) familiarization of result based monitoring (RBM); the strategies for operationalizing Monitoring including development of indicators; (iv) Evaluation process and involvement of structured partnerships; (v) Collection of data and information process including qualitative and quantitative data analysis; (vi) Dissemination and Utilization of M & E information within and across sectors.
- C. **Monitoring and Evaluation Programme.** This presentation and the related discussion focused on the actual application of the M & E programme for the implementation of the African Platform of Action: (i) Applying the M & E Tool, the M & E Matrix; (ii) Defining the mandate, roles and responsibilities of the Monitoring and Evaluation Officers as stipulated in the Tools; (iii) Related Challenges; and, (iv) Advocacy Strategy.
- D. **Action Plan Development.** The training workshop culminated in the preparation of Plans of Action. Each Officer was required to develop an Action Plan practical exercise in which, guided by the facilitators. Each Plan constitutes a time frame that will facilitate the systematic collection of data which will contribute towards the production of a national biannual monitoring report

The training plan assigned, based on the area of expertise, the facilitators to different sessions. It also elucidated the required support from ABANTU (See: Attachment 3).

5. OUTCOME

The training enabled participants to develop the requisite knowledge, skills and attitudes to implement the program. Similar to the findings in Morocco, initial reviews at the beginning of the Gaborone workshops revealed that very few of the participants were aware of the mandate of the ECA concerning monitoring and evaluation of the regional and global platforms of Action. Unlike in Morocco however, many more participants were familiar with the African Plan of Action to accelerate the implementation of the Dakar and Beijing Platforms for Action that was adopted by the Organization for African Unity African Union in 1999. However, they were unclear of the recommendations of the Plan. Moreover, despite having received and reading the M&E Programme and tools prior to the workshop, the participants expressed the need to go through the tools and their responsibilities in further detail.

To address these issues, the workshops included sessions describing the mandates of ECA, ACGD and CWD. By the end of the workshop there was consensus among the participants that they had an improved institutional understanding of ECA and ACGD, the key concepts related to gender, and the tools for gender mainstreaming. The participants were also clear about the notions of monitoring, and evaluation, and how monitoring and evaluation processes reinforce each other and where they are different. Two days were dedicated to familiarizing the participants with the scope and the levels to be covered by the monitoring and

evaluation programme, the mechanics of its implementation, their responsibilities, and the M&E tools.

Daily evaluation sessions were also conducted during the workshops in Gaborone through practical exercises and observation to monitor and evaluate participants learning and overall level of satisfaction with the training event including the methodology, materials, trainer's effectiveness, organization, and course content. The participants projected interest and a positive attitude towards the practical tasks that were given to the groups, using practical experiences from their sectors to address the monitoring and evaluation exercises. This dedication was also reflected in the way the officers applied themselves in developing their Action Plans. At the end of the workshop, participants expressed feeling motivated and committed to the implementation of the programme, however, once again, they stated that the success of the Programme relied on the support from the decision-makers in their ministries and technical assistance from ECA.

To ensure that the officers receive the full human and financial support of their decision-makers in implementing the M&E Programme, the officers who attended the workshops in Gaborone also made provisions in their Action Plans for activities to sensitise their policy makers on the importance of monitoring and evaluating implementation of the Dakar and Beijing Platforms for Action and to remind them of their government's commitment to the APA and Beijing Platform for Action. ECA will also write follow-up letters requesting Ministers to facilitate the officers to implement their responsibilities by availing them with the necessary time and resources to undertake these activities. ACGD will also seek to provide technical backstopping for the Programme upon request.

ANNEX E LIST OF PARTICIPANTS

TRAINING WORKSHOP 17-28 JUNE 2002

NAME	POSITION	INSTITUTION	CONTACT
1. Eva Kiwango	Social Affairs Officer	United Nations Economic Commission for Africa (UNECA) African Centre for Gender (ACGD) UNECA ACGD	P O Box 3005, Addis Ababa TEL: 251 1 445365 Email: Ekiwango@unece.org FAX: 251 1 5127 Email: Hladria@unece.org
2. Hilda M Tadia	Regional Advisor Economic Empowerment of Women Economic Affairs Officer	EA/SRDC - ECA	P O Box 4654 TEL: 250 85 25819 FAX: 250 86546Email: hngava@yahoo.com
4. Bwalya Chilufya	Senior Planner	Ministry of Community Development and Social Services	P/Bag W252, Lusaka TEL: 260 1 221354 FAX: 260 1 235342 Email: bwalyachilufya@hotmail.com
5. Karen Chenda Mukuka	Programmes Manager	Non-Governmental Organizations Coordinating Committee (NGOCC)	NGOCC P O Box 37879, Plot 1311 Lubu RD, Lusaka TEL: 260 1 253203/250049 FAX: 260 1 251304 Email: ngocc@zamnet.zm
6. Machima C Mundia	Senior human Resources Management Officer	Ministry of Finance and Development Planning	P O Box 50062 Lusaka Zambia TEL: 260 1 250544, 252121
7. Dorica Sakala Mwewa	Chief Nursing Officer	Ministry of Health	P O Box 30205, Lusaka, Zambia TEL: 260 1 253053 FAX: 260 1 253344

NAME	POSITION	INSTITUTION	CONTACT
8. Nomakhosi Mlambo Nxumalo	Senior Home Economist	Ministry of Agriculture	P O Box 162 Mbabane Swaziland TEL 268 404 2731 (w) CELL: 268 611 6021 P O Box 443
9. Linda N Ntshangase	Senior Assistant Secretary	Ministry of Finance	Mbabane, Swaziland TEL: 268 404 8145/9 FAX: 268 4043187
10. Ruth Sithole	Senior Handicrafts Officer	Ministry of Enterprise and Employment	P O Box 451 Mbabane, Swaziland TEL 268 404 3202/5 FAX: 268 4043055
11. Janet Khumalo	Programme Manager Youth Sexual and Reproductive Health Department Statistician	The Family Association of Swaziland	P O Box 268 1051, Manzini Swaziland
12. Nombilelo Mokoena		Ministry of Health and Social Welfare	P O Box 4739, Mbabane, Swaziland
13. Jane P Haboango	Chief Planner	Ministry of Commerce Trade and Industry	P O Box 31968 Lusaka, Zambia
14. Samuel Mutale	Acting Specialist Information Management Gender Coordinator	Gender In Development Division and Cabinet Office	P O Box 30208 Lusaka, Zambia
15. Nonhlanhla Dlamini		Ministry of Home Affairs Gender Unit	P O Box 432 Mbabane, Swaziland
16. Joyce T Dlamini	Under Secretary	Ministry of Economic Planning and Development	P O Box 602, Mbabane, Swaziland
17. Mubanga Mushimba	Principal Economist	Ministry of Agriculture and Cooperatives	P O Box 50197 Lusaka, Zambia
18. Tebatso S Menyatso	Principal Gender Officer I	Women's Affairs Department	P/Bag 00107, Gaborone, Botswana

NAME	POSITION	INSTITUTION	CONTACT
19. Lerato Pilane	Programmes Coordinator	Worldview Botswana	P/Bag 00366 Gaborone, Botswana
20. Vivian Gunda	Coordinator	Women's NGO Coalition	P/Bag 00342 Gaborone, Botswana
21. Elizabeth Kamau	Regional Programme Manager/E/South Africa	Abantu for Development	P O Box 2389 00200 Nairobi Kenya
22. Evelyn Munyoki	Training Programme Manager Directorate	Abantu for Development	P O Box 2389 00200 Nairobi, Kenya
23. Christine Warioba	Programme Officer (Gender)	SADC Secretariat	P/Bag 0095, Gaborone TEL: 00267 351 863 FAX: 00267 372 848 Email: cwarioba@sadc.int
24. Hanna Tiagha		United Nations Economic Commission for Africa (UNECA) African Centre for Gender (ACGD)	

TRAINING WORKSHOP 24-28 JUNE 2002

NO.	NAME	POSITION	INSTITUTION	CONTACT
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1	Eva Kiwangiro	Special Affairs Officer	United Nations Economic Commission for Africa (UNECA) African Centre for Gender and Development (ACGD)	P O Box 3005, Addis Ababa Tel: 251 1 445365 Fx: 251 1 5127 Email: Ekiwangiro@uneqa.org
2	Hilda M Tadrin	Regional Advisor Economic Empowerment of Women	United Nations Economic Commission for Africa (UNECA) African Centre for Gender and Development (ACGD)	P O Box 3005, Addis Ababa TEL: 251 1 445365 Email: Htadrin@uneqa.org
3	Ingu Korongo	Assistant Director for Population Planning	President's Office Planning and Privatization	P O Box 9242, Dar es salaam, Tanzania TEL: 255 22 2115083
4	Mwanakombo N Ngingite	Principal Planning Officer – External Finance Department	Ministry of Finance	P O Box 9111, Dar es salaam Tanzania TEL: 255 22 2112187
5	Jane R Lyatim	Principal Trade Officer Ministry of Industry and Trade	Ministry of Industry and Trade	P O Box 9503 Dar es salaam TEL: 0741 313195 Or 255 22 2180075
6	Irene B Lomayani	Gender Focal Point	ECA-SRDC/SA	P O Box 30647 Lusaka, Zambia FAX: 260 1 236949

NO.	NAME	POSITION	INSTITUTION	CONTACT
7.	Caroline Matizha	Principal Administrative Officer – Employment	Ministry of Public Service, labour and social welfare,	P/Bag 7707 Causeway, Harare, Zimbabwe TEL: 790 871 FAX: 794568 Box 135 Tel/FAX 263 04 339161 Harare, Zimbabwe
8.	Edinah D Masiyiwa	Director	Women's Action Group	P/Bag 008 Gaborone, Botswana TEL: 350 397 FAX: 300377 Email: gtidimane@gov.bw
9.	Gotsemang Tidimane	Principal Personnel Officer	Ministry of Finance and Development Planning	Box 992 Gaborone Botswana TEL: 267 353561 FAX: 267 302092 Email: imaribe@gov.bw
10.	Lucy Sejo Maribe	PHO/MCH	Family Health Division Ministry of Health	P/Bag 003 Gaborone TEL: 267 350 560 FAX: 356 027 Email: dkabone@ag.gov.bw
11.	Daphne Kelboncilwe	Principal Rural Sociologist	Ministry of Agriculture (Gender Focal Point)	
12.	Said Jauma Othman	Gender and development Officer	Ministry of Youth, Employment Women and children Development	Box 884, Zanzibar, Tanzania CELL: 255 0747 420247 TEL: 255 2422 36371 Email: zaiala@hotmail.com w_ajira@zanzinet.com

NO.	NAME	POSITION	INSTITUTION	CONTACT
13.	Ezra mduma	M&E Coordinator	MCDWAC	Box 3448 Dar es salaam TEL: 255 22 2132526
14.	Dr Catherine B Sanga	Head, Reproductive and Children Section	Ministry of Health	Box 9083, Dar es salaam, Tanzania TEL: 255 22 215 2976 FAX: 255 22 215 2977 Email: cbsanga@hotmail.com
15.	Johnson Gwalipedza	Economist	Economics and Marketing Division Ministry of Lands, Agriculture and Rural Resettlement	P/Bag CY 7701, Causeway Harare, Zimbabwe TEL: 263 4 706081-9 263 4 797389-99 FAX: 263 4 721771 263 4 705048 Email: jgwati@yahoo.com gwatosm@avu.org
16.	Elizabeth Kamau	Regional Programme Manager/E/South Africa	Abantu for Development	P O Box 2389 00200 Nairobi Kenya
17.	Evelyne Munyoki	Training Programme Manager Directorate	Abantu for Development	P O Box 2389 00200 Nairobi, Kenya
18.	Christine Warioba	Programme Officer (Gender)	SADC Secretariat	P/Bag 0095, Gaborone TEL: 00267 351 863 FAX: 00267 372 848 Email: cwarioba@sadc.int
19.	Hanna Tiagha	Social Affairs Officer	United Nations Economic Commission for Africa (UNECA) African Centre for Gender and Development (ACGD)	P O Box 3005, Addis Ababa Tel: 251 1 445365 Fx: 251 1 5127 Email: Htiagha@uneca.org

NO.	NAME	POSITION	INSTITUTION	CONTACT
20.	Rita S. Karakas	Pres & CEO - Trustee, Executive Committee member	ABANTU for Development	RSK Associates Inc 334 Sondon Toronto, Ont-Cda Mys IW7 rkarakas @oxjam.org.uk 1-416-854-8595
21.	Dr P Shobha Hajarnis	Technical Advisor Ministry of Health Seychelles	Ministry of Health	Techadvisor@moh.gov.sc P O Box 52 Mahe, Seychelles TEL: 248-388000
22.	Tania Labdiei	Research Officer	Social Development Division Ministry of Social Affair and Employment	Popunit@Seychelles.net TEL: 248-281994
23.	Mina Crea	Director – General Administration	Ministry of finance	nfadmin@seychelles.net TEL: (248)382005/225386
24.	Nella Behuout	Education Coordinator(for secondary schools)	Ministry of Education and Youth	Nellabehmoni@netmail.com TEL: (248)283139/283140/57274 FAX: 248)224211
25.	Ziphora Muza	Senior Accountant	Ministry of Finance and Economic Development	P O Box 166 Victoria, Mahe Seychelles TEL: 263-4-794575 FAX: 263-4-250615
26.	Rachel Marie	Communications Officer	National Consumers Forum	P O Box 1410, Victoria, Mahe Seychelles FAX: 324030 TEL: 322411
27.	Gina Bonne	Director Agricultural Planning	Ministry of Agriculture and Marine Resources	E-Mail: Statmamr@seychelles.net P O Box 166 Victober, Mahe Seychelles FAX: 324030 TEL: 322411 E Mail: Statmamr@seychelles.net

NO.	NAME	POSITION	INSTITUTION	CONTACT
28.	Margaret Mantiziba	Deputy Secretary	Ministry of Industry and International Trade	Box 7708, Causeway, Harare, Zimbabwe TEL: 263-4-793432/263-11-407513 FAX: 263-4-729311
29.	Bookie M Kethusegile-Juru	Gender Advisor	SADC Secretariat	Private Bag 0095, Gaborone, Botswana TEL: 267-351863 FAX: 267-372848 E Mail: bkethusegile@sadc.int
30.	Karikoga Kutadzaushe	Programme Officer Gender Issues	Ministry of Youth Development Gender and Employment Creation	Private Bag CY7762 Causeway Harare – Zimbabwe TEL: 263-4-708541/263-4-707741/2 FAX: 263-4-792090 E Mail: genderissues@gta.gov.zw
31.	Phemelo Maiketso	Gender Officer 1	Ministry of Labour and Home Affairs – Women's Affairs Department	Private Bag 00107, Gaborone, Botswana TEL: 312290 FAX: 311944 E Mail: pmaiketso@gov.bw
32.	Najwa Ahmed Elgadi	Deputy Undersecretary	Ministry of Finance & National Economy	P O Box 298, Khartoum-Sudan TEL: 11 249 77 59 96 249 015 55 3830 FAX: 249 77 19 16 Email: najwaalgadi@com

ANNEX 2: ACTION PLANS **Action Plan for M&E APA : Ministry of Agriculture, Swaziland – Nomakhosi Nxumalo**

AREAS OF FOCUS	OBJECTIVES	ACTIVITIES	RESPONSIBLE	RESOURCES	OUTPUT	TIME
Mainstreaming gender in policy, plans and programs and Capacity Building Mechanism	<ul style="list-style-type: none">To create awareness on gender issuesTo lobby for support at all 3 levels.To identify gender gaps in policy, plans and programs.	<ul style="list-style-type: none">Report to my boss, P.SReport to senior sector managersMeet for preparing the P.S.s brief.Meeting on P.S.s brief and representatives of the commercial agric sector.Identification of Monitoring and Evaluation team players	<ul style="list-style-type: none">SelfNationalMonitoring and Evaluation Team	Conference facilities lunch	Program for brief and brief on paper Gender support List of team of future Monitoring and Evaluation officers	February - March February - March February - March
	Mainstreaming gender in policy, plans and programs and Capacity Building Mechanism	<ul style="list-style-type: none">To obtain baseline information.To research for reasons for the existing gender gaps.	<ul style="list-style-type: none">Training on monitoring in gender mainstreaming and introduction of the tool.Conduct gender analysis workshop toolData analysis and report writingReview of reportTrain Monitoring and Evaluation group in focus group discussion techniques.Develop a focus group guideline for use in focus group discussionsConduct focus group discussionsSubmit report to P.S., Minister and gender Co-ordinator's officeData analysisReport writingReport presentation	<p>National Monitoring and Evaluation team</p> <p>Sectoral Monitoring and Evaluation Team.</p> <p>Self/Sectoral team</p> <p>Focus group (Inter-ministerial experts)</p> <p>Focus group experts</p> <p>Inter-ministerial</p> <p>Focus group experts</p> <p>Monitoring and evaluation Team</p> <p>Sectoral Monitoring and Evaluation Team</p> <p>Stakeholders</p> <p>Self/Sectoral team</p>	Budget training materials expertise Transport Lunch Conference facilities	Team of Monitoring and evaluation Experts. Raw data Report on gender gaps Review report
					<ul style="list-style-type: none">TransportLunchComputer facilitiesConference facilities	Focus groups guidelines Raw data in tapes and note Analysed data Final reports with stakeholders comments of status quo.

Action Plan Ministry of Health, Botswana – Lucy Sejo Maribe

Programmes	Objectives	Activities	Responsible	Resources	Outputs	Time Frame	Assumption Risks
1. Policies	To determine whether gender is integrated in health policy	<ul style="list-style-type: none"> Review the current documents, that is, health policy HEC materials of all Sectors in MOH Data bank health data Admin policy Share renew data with all relevant stakeholders Compile & submit report to National Machinery 	<ul style="list-style-type: none"> Sector M & E Officer National Machinery M & E Officer 	<ul style="list-style-type: none"> Logistical support such as: <ul style="list-style-type: none"> stationary Transport Technical Assistance for National machinery 	Assessment Report	<ul style="list-style-type: none"> Sept. 2002 2nd Report March 2003 4th Report Nov. 2003 	<p>Assumptions</p> <ul style="list-style-type: none"> Key Stakeholders are aware of the gender mainstreaming and will be supportive of the institutionalization of M & E process. <p>Risk:</p> <ul style="list-style-type: none"> Lack of skills of key stakeholders in mainstreaming gender in MOH
2. Programme	<p>1. To determine the integration of gender issues in Information, Education & communication materials</p> <p>2. To renew MOH data banks for gender disaggregated data</p> <p>3. Determine if gender issues are incorporated into Admin policy in MOH</p>	<ul style="list-style-type: none"> Assess the number of key stakeholders trained in gender mainstreaming Assess if trained key stakeholders are using the skills to integrate gender into their programs Develop a tool to assess the skills utilized by trained key stakeholders Assess the training tools & materials used for training to determine the relevance of gender mainstreaming in health 	<ul style="list-style-type: none"> Sector M&E Officer National machinery 	<ul style="list-style-type: none"> Technical support 	Assessment Report	Same as above	<p>Assumptions</p> <ul style="list-style-type: none"> Specific budget allocation for capacity building for gender mainstreaming in MOH or National machinery <p>Risk</p> <ul style="list-style-type: none"> High turnover of people trained No trained trainers on gender
3. Capacity Building mechanism in gender mainstreaming	<ul style="list-style-type: none"> To determine the establishment of capacity building mechanisms to MOH regarding gender mainstreaming To assess the extend to which program development & implementation effect gender mainstreaming capacity 						

Plan of Action Ministry of Agriculture, Botswana - Daphne Keboneilwe

Area	Programme	Objective	Activities	Responsible	Resources	Outputs	Time	Assumptions
I. Mainstreaming gender in policy, plans and programmes	1. Sensitisation of ministry policy makers on M & E programmes 2. Administrative structures of MoA 3. Agric. Development Policy 4. Major Agric Programme	<ul style="list-style-type: none"> To sensitise policy makers on M & E programme To assess admin. Structures on gender mainstreaming Agric. Policy 	<ul style="list-style-type: none"> Debriefing on M & E programme Collection of gender disaggregated data from Admin Review of agric dev. Policy 	M & E officer and team	<ul style="list-style-type: none"> Time Money Technical back up 	<ul style="list-style-type: none"> Debriefing minutes. Reports on status of admin. Structures, agric policies and programme 	3 rd July 2002	Consistent support and commitment to the M & E programme
IV. Capacity Building Mechanisms in gender mainstreaming	<ul style="list-style-type: none"> Training programmes and budget. 	To assess the extent to which gender is integrated	Collection of gender desegregate data from training programme and budget.	M & E officer team	<ul style="list-style-type: none"> Time Money Technical Back up 	<ul style="list-style-type: none"> Report on status of engendering training programme and budget 	1 st October - mid nov 2002	Consistent support and commitment to the M & E programme

Plan of Action The Family Association of Swaziland - Janet Khumalo

Area of focus	Objectives	Activities	Responsible	Resources	Output	Time	Assumptions Risks
Mainstreaming gender in policy, plans and programmes	<ul style="list-style-type: none"> To assess extent of implementing African plan of action. To introduce monitoring and evaluation tool to gender consortium members: Congo Secretariat. To assess status of the implementation of African Plan of Action. 	<ul style="list-style-type: none"> Introduce monitoring and evaluation tool to gender consortiums members and Congo Secretariat. Gender consortium to submit reports to monitoring and evaluation. Monitoring and evaluation to submit reports to national gender unit. 	<ul style="list-style-type: none"> Monitoring and Evaluation Gender consortium to submit reports to monitoring and evaluation. Monitoring and evaluation to submit reports to national gender unit. 	Time Material	Monitoring and evaluation tool introduced Gender consortium members Congo secretariat sensitised.	End of June 2002 1 st week of October 2002 End of October 2002	<p>Get support since Directors known about BPA and APA.</p> <p>Staff on the ground (operational) staff may like they is an extra duty</p> <p>May not get enough time to focus on implementation of APA. It may be taken as by the way duty.</p> <p>Negative attitudes of service providers towards gender mainstreaming emanating from: Personal values.</p> <p>Ignorance about APA. Since Beijing declarations were taken as a mock for women labeled women "Benign"</p>
National coordinating mechanisms for the implementation of gender mainstreaming	<ul style="list-style-type: none"> To facilitate implementation of African Plan of Action. To enhance implementation of African Plan of Action 	<ul style="list-style-type: none"> Check terms of reference for gender consortium. Find out if board members exist and introduce Monitoring and Evaluation tool. 	<ul style="list-style-type: none"> Monitoring and Evaluation. Monitoring and Evaluation 	Time	NGO board members sensitised on the Monitoring and Evaluation tool	April 03	<p>Poor collaboration from stakeholders some thing they are competitors for others.</p> <p>Budget for carrying out APA activities we not budgeted for.</p>
Capacity building mechanisms in gender mainstreaming.	<ul style="list-style-type: none"> To increase level of awareness on the use of Monitoring and Evaluation tool. To assess the status of implementing African Plan of Action and use of Monitoring and Evaluation tool. 	<ul style="list-style-type: none"> Receive progress report on the implementation on African Plan of Action. Submit reports by NGO officers Submit report to National Gender Unit. 	<ul style="list-style-type: none"> Monitoring and Evaluation NGO officers/ Monitoring and Evaluation. Monitoring and Evaluation 	Time	Submitted reports on institutional capacity building. Submitted reports Submitted reports	<ul style="list-style-type: none"> May 2003 May 2003 May 2003 	<p>Some NGOs who are members of Gender Consortium are about to stop operating due to shortage of funds from donors and yet they were active in gender issues.</p> <p>Most donors are interested on STD/HIV and AIDS projects therefore gender issue are not funded.</p>

ACTION PLAN MINISTRY OF FINANCE, SWAZILAND - LINDA NTSHANGASE

AREAS OF FOCUS	OBJECTIVES	ACTIVITIES	RESPONSIBILITY	RESOURCES	OUTPUT	TIME FRAME	Assumptions/risks
1. Mainstreaming gender in policy plans and programmes	1. To assess the extent of gender mainstreaming in all policies programmes plans to obtain basic data.	a. Brief PS on the workshop.	a. M & E	• Time	• Acceptance of M & E tool by PS	a. July 2002	Financial, human, material support
	2. To raise the level of awareness and participation of officers	b. Brief senior staff and junior officers on workshop.	b. M & E	• Material	• Finance	b. July 2002	
	3. To produce periodic reports for NM and EO of Finance.	c. Attend officers on workshop.	c. NM & EO + ME team	• Human (experts)	• Established M & E sectoral team	c. July 2002	Incumbent M&E O remains in the ministry
	4. To monitor progress after awareness.	d. one day preparatory meeting	d. NM & EO team	• PS + M & E	• Reports	d. July 2002	
		e. P.S's on the M&E tool	e. PS + M & E			e. July 2002	
		f. Identify other key officers team.	f. NM & EO			f. August 2002	Lack of cooperation due to attitudes & perceptions
		g. Train team on gender mainstreaming and M&E tool.	g. Sectoral M & E			g. Sep 2002	
		h. Analyse policy's programme and plans.	h. Sectoral M & E			h. Sep 2002	
		i. Write report	i. Sectoral M & E			i. End of Oct 2002	
		j. Present report to NM & EO through PS	j. Sectoral M & E			j. Nov Dec 2002	MFO does not have appointments which take her out of the country in the next 2-months
		k. Assess if there are any improvement after the ministry has been gender sensitized.	k. Sectoral M & E			k. Jan Feb 2003	

NOTE: This action plan is a draft of activities which have not been seen nor approved by the authorities in the Ministry of finance, Swaziland.

Ministry of Health and Social Welfare, Swaziland-Nombulelo Mokoena

AREAS OF FOCUS	OBJECTIVES	ACTIVITIES	RESPONSIBILITY	RESOURCES	EXPECTED OUTPUT	TIME FRAME	ASSUMPTIONS
<p> Mainstreaming gender in policy, plans and programmes </p>	<ul style="list-style-type: none"> Assess the extent of gender mainstreaming in the sector policies, programmes and plans 	<ul style="list-style-type: none"> Debriefing to principal secretary and undersecretaries Debriefing sector managers One day preparatory meeting of sector focal points in line ministries Briefing of sectoral P's all of them Identify key officers to form sectoral team Receiving reports of reviewed policies, programmes and projects Reporting to sector P's and National machinery 	<p>Sectoral</p>	<p>Human material financial</p>	<p>Sensitised</p>	<p>1 week July 2002</p>	<p>Support and backing of sectoral P's, undersecretary and sectoral team members</p>
			<p>Sectoral</p>		<p>Sectoral</p>	<p>2 week July 2002</p>	<p>Availability of resources</p>
			<p>National Sectoral</p>		<p>Team and principal</p>	<p>4 weeks July 2002</p>	
			<p>National Sectoral</p>		<p>Secretary together with sector managers</p>	<p>August 2002</p>	
			<p>National Sectoral</p>		<p>Addition of Monitoring and Evaluation tool</p>	<p>October 2002</p>	<p>Stakeholders willingness to support the process.</p>
			<p>Sectoral</p>		<p>Reports</p>	<p>End of September 2002</p>	<p>Time frame not being met</p>
			<p>Sectoral</p>			<p>October 2002</p>	<p>Attitudes of the key officers I hope to work with</p>
<p> Capacity building mechanisms in gender mainstreaming </p>	<ul style="list-style-type: none"> Review programs plans and policies. Speed up implementation process. 	<ul style="list-style-type: none"> Held stakeholders workshop to introduce tool Receive amended policies, programs and projects Progress reports submitted to sectoral <ul style="list-style-type: none"> Report to PS and Monitoring and Evaluation officer at national level. 	<p>Sectoral</p>	<p>Human material financial</p>	<p>Ability of the sector team and stakeholders to use the Monitoring and Evaluation tool</p>	<p>January 2003</p>	
			<p>Sectoral</p>		<p>Speed up the process of gender mainstreaming</p>	<p>May 2003</p>	
			<p>Sectoral</p>		<p>Increased level of participation in the gender mainstreaming or in the implementation process</p>	<p>July 2003</p>	

ACTION PLAN MINISTRY OF HOME AFFAIRS - GENDER UNIT, SWAZILAND, NONHLANILA DLAMINI

AREAS	OBJECTIVES	ACTIVITIES	RESPONSIBLE	RESOURCES	OUTPUTS	TIME
Mainstreaming Gender into policy, Plans and Programmes	To coordinate monitoring and evaluation activities at sectoral and NGO level	Mission report to PS	NM & EO	Human, financial, material	Briefing report	1 st week July, 2002
		Undertake Management meeting	NM & EO	Human, financial material	Briefing report	2 nd wk July, 2002
		1 day meeting with SMEO's	Chibwene Team	Human, financial material	Presentation	3 rd wk July, 2002
		Meeting of Sectoral PS	Chibwene Team	Human, financial material	Report Ownership & acceptance of M & E tool	4 th week July, 2002
		Introduce M&E tool to colleagues (expanding the team)	Chibwene Team	Human, financial material	Team training on M & E tool	August
		Remind Sectoral & NGO Officers on reporting				August
		Receive reports from S NGO M&Es	NM & EO	Human & Financial	Sectoral and NGO reports	October 2002
		Report Analyses and Writing	NM & EO	Human & Financial	Consolidated report	Nov 2002
		Discuss report with management	NM & EO	Human, financial & material	African aware of gaps	Nov 2002
		Submit first report to SRDC	NM & EO	Human, finance & material	Report	Dec 2002
II. National mechanism for the implementation of gender mainstreaming	To assess the extent to which the NCC mainstream gender on their plans, policies & progress	Meeting with Monitoring officers to review report	NM & EO	Human & material	Minutes	Feb 2003
		Remind sectoral and NGO monitoring officers on reporting	NM & EO	Human & material	Plan of Action	March 2003
		Receive reports from SMEO	NM & EO	Human & material	Sectoral & NGO reports	April 2003
		Report analysis and Writing	NM & EO	Human & material	Consolidated report	May 2003
		Discussion of report with management	NM & EO	Human	Min aware of country position on gender	May 2002
		Submission of second report to SRDC	NM & EO	Human & financial	African position on gender	June 2002
		Prepare a tool to assess sensitivity in NCC	NM & EO	Human & material	Tool in place	July - Dec 2002
		Circulate the tool to NCC members	NM & EO	Human & material	Tool from NCC	Jan May 2003
		Receive tool from members	NM & EO	Human & material	Consolidated	Jan May 2003
		Analyse tool and produce report	NM & EO	Human & Financial		Jul - Dec 2002
		Discuss report with management	NM & EO	Human & Financial		Jan Dec 2002
		Send report to SRDC	NM & EO	Human & financial	Tool	Jan Jul 2003
						Jul Dec 2002
						Jan Dec 2002

AREAS OF FOCUS	OBJECTIVES	ACTIVITIES	RESPONSIBLE	RESOURCES	OUTPUTS	TIME
III Accountability mechanisms for the implementation of gender mainstreaming	To assess the extent to which the women's party caucuses and the SAIDC party forum are sensitive to monitor the programme	Prepare a tool to gauge parliamentarians capacity to evaluate government	NM & EO	Human & financial	Tool	Jul - Dec 2002 Jan - June 2003
		Circulate the tool to parliamentarians	NM & EO	Human		Jan - Dec 2002 Jan - Jun 2003
		Receive tool	NM & EO	Human	Tools from MPs	Jan - Dec 2002
		Analyse and write report	NM & EO	Human	Consolidated report	Jan - Jun 2003 June - Dec 2002 Jan - Jun 2003
		Send first & second reports to SRDC according to schedule	NM & EO	Human & financial	Africa Position in Internet Forum Questionnaire	June 2003 Jul - Dec 2002 Jan - Jun 2002
IV Capacity Building mechanisms in Gender Mainstreaming		Prepare a questionnaire to assess capacity for Ministry of Home Affairs staff, Gender focal points	NM & EO	Human & material		Jul - Dec 2002 Jan - Jun 2003
		Circulate the tool to Ministry & GPP	NM & EO	Human & material	Tools from staff & GPP	Jul - Dec 2002 Jan - Jun 2003
		Receive tool	NM & EO	Human & material	Consolidated reports	Jul - Dec 2002 Jan - Dec 2003
		Analyse & write reports	NM & EO	Human & material		Jan - June
		Send first & second reports to SRDC according to schedule	NM & EO		Africa position in international forum	Jul - Dec 2002 Jan - Jun 2003

Ministry of Community Development and Social Services, Zambia – Bwalya Chilufya

Areas	Objectives	Activities	Responsible	Resources	Output	Time	Assumptions
Mainstreaming gender in policy Plans and programmes.	<ul style="list-style-type: none"> To determine whether the ministerial policy plans and have been engendered 	<ul style="list-style-type: none"> To examine the policy, plans and programmes using the gender mainstreaming guidelines and checklist. Recommend adjustments and amendments to policy, plans and programmes. 	<ul style="list-style-type: none"> SM & EO SM & EO 	<ul style="list-style-type: none"> Human Gender mainstreaming guidelines and checklist. Human 	<ul style="list-style-type: none"> Ministerial policy, plans and programmes examined. Recommendation report availed to appropriate authority 	July – September	Resource (financial allocation will be adequate to the cost of all Monitoring and Evaluation activities. The current GFP will have the responsibility of the M&E Programme.
Capacity Building Mechanism in gender mainstreaming	<ul style="list-style-type: none"> To investigate if the Ministry has put in place a mechanism for building capacities in gender mainstreaming. 	<ul style="list-style-type: none"> Hold interview human resource development officers. Review reports on gender training workshops help Review training workshops reports. Hold interviews with beneficiaries of the training workshops. Observe if gender issues were factored into policy, plans programmes after training workshops. Compile Monitoring and Evaluation report for all Monitoring and Evaluation activities. 	<ul style="list-style-type: none"> SM & EO No. of interviews held. SM & EO 	<ul style="list-style-type: none"> Human material Finances 	<ul style="list-style-type: none"> Human Resource Development (HRD) interviewed. Report on training workshops reviewed No. of gender mainstreaming training workshops held (determined by presence of reports) No. of programmes plans policies engendered after training workshops M&E reports produced and submitted to the PM (EO) 	On-going from June 2002 December 2003 On-going from July 2002 December 2003 Quarterly	(Tender budget line) Resources (financial) meant for gender activities may be diverted to finance other Ministry priority programme Ministry may decide to change the GFP or the GFP who has been training in M & E of gender mainstreaming may be transferred or leave the plan altogether.

Plan of Action Ministry Of Commerce Trade And Industry Lusaka, Zambia – Jane P. Haboongo

AREAS	OBJECTIVE	ACTIVITIES	RESPONSIBLE	RESOURCES	OUTPUT	TIME FRAME
Capacity Building mechanism for gender mainstreaming	<ul style="list-style-type: none"> To lobby management on the need for an M & E gender mainstreaming. 	<ul style="list-style-type: none"> Preparation M & E workshop report Submit report to senior management and permanent secretary. Table the M & E plan of action for approval. Request for the appointment of M & E Team. 	<ul style="list-style-type: none"> Sectoral monitoring and Evaluation officer 	<ul style="list-style-type: none"> Human 	<ul style="list-style-type: none"> Management sensitised on monitoring of gender mainstreaming M & E Plan of Action approved M & E Team out in place. 	<ul style="list-style-type: none"> 1st week of July 2002 Mid July 2002 Beginning August 2002
	<ul style="list-style-type: none"> Training of the M & E Team. 	<ul style="list-style-type: none"> Conduct a training session on M & E tool. Identification of resources to undertake training. 	<ul style="list-style-type: none"> CIDDI S M & E officers Permanent Secretary 	<ul style="list-style-type: none"> Financial Human 	<ul style="list-style-type: none"> M & E Team Trained. Funds available 	<ul style="list-style-type: none"> September 2002 End August 2002
Mainstreaming gender in policy plans and programmes.	<ul style="list-style-type: none"> To assess the feasibility plan, programs and policy. 	<ul style="list-style-type: none"> To identify all on going plans and programmes. Analyse policy document and identify gender gaps, concerns Prepare assessment report. Submit report to senior management for consideration 	<ul style="list-style-type: none"> M & E Team S & E Team 	<ul style="list-style-type: none"> Human resources financial. Human 	<ul style="list-style-type: none"> Gender gap and concerns identified. Assessment report produced 	<ul style="list-style-type: none"> September 2002 October 2002
	<ul style="list-style-type: none"> Implement the M & E Plan of Action. 	<ul style="list-style-type: none"> Analyse reports from Departments and Statutory bodies. Prepare monitoring reports on gender mainstreaming. Present report to senior management for approval Carry out an evaluation exercise of gender mainstreaming. Prepare and present evaluation report to management. Submit report to gender in Development Division. 	<ul style="list-style-type: none"> M & E Officer 	<ul style="list-style-type: none"> Human financial 	<ul style="list-style-type: none"> Monitoring report i.e. place. Report passed Evaluation report prepared. Report submitted 	<ul style="list-style-type: none"> Quarterly Quarterly October 2003 November 2003

Non-Governmental Organisation Coordinating Committee, Zambia – Karen Chenda Mukuka

AREAS OF FOCUS	OBJECTIVES	ACTIVITIES	RESPONSIBLE	RESOURCES	OUTPUT	TIME FRAME
• Mainstreaming gender in policy plans and programmes.	• To ensure the implementation of the NGPF according to plan.	• Monitor NGOs policy, plans and programmes to assess aspect of gender. • Monitor NGOs participation on the gender consultative forum.	• M & E	• Human material financial	• Implement of NGPF.	• June • December 2002
• Accountability mechanisms for the implementation of gender mainstreaming	• Monitor governments commitments to mainstreaming gender	• Monitor budgetary process of national budget to include gender mainstreaming	• M & E civil society for poverty reduction	• Human material financial	• Gender resource allocation.	• June • December 2002
• Capacity building mechanisms in gender mainstreaming	• Monitor NGOs capacities to facilitate the process of gender mainstreaming.	• Identify NGOs to monitor. • Monitor capacity building programmes of NGOs. • Resource mobilisation • Training in APVA M & E tool. • Identify task force for Gender mainstreaming.	• M & E • NGOs	• Human material financial	• Capacity of NGOs evaluated.	• July • September 2002
• Monitoring and Evaluation of programmes for APVA.	• To facilitate the monitoring the process of the implementation of APVA.	• Identify M & E means with NGOs • Identify indicators • Data collection and analysis • Synthesis of NGO reports and submit to National C.C.	• M & E • NGOs	• Human material finance	• APVA • M & E • Report on schedules	• July 2002. • October 2002 • July 2003

Action Plan Ministry of Health, Zambia – Dorica Mwewa

AfA Broad Areas	Specific programs	Objectives	Activities	Responsible	Resources	Output	Time	Assumptions/Risks
1. Mainstreaming gender in policy, plans & programs	1. Policies	To determine whether gender is integrated in health policy.	Review the current document, that, - health policy - HEC materials of all sectors in MOH - Data bank health data - Admin Policy - Share review data with all relevant stakeholders. - Compile & submit report to national machinery.	Sector M & E officer	Logistical support such as: transport technical assistance for national machinery	Assessment Report	1 st report - Sept. 2002 2 nd report - March 2003	Key stakeholders are aware of the gender mainstreaming and will be supportive of the institutionalization of M & E process. Risk: Lack of skills of key stakeholders in mainstreaming gender in moth.
	2. Programs	To review most data banks for gender disaggregated data. Determine if gender issues are incorporated into admin policy in moth.					3 rd report- Nov 2003	
Capacity building mechanism in gender mainstreaming	Capacity building program in MOH on gender mainstreaming	To determine the establishment of capacity building mechanisms AfOH regarding gender mainstreaming. To assess the extent to which program development & implementation reflect gender mainstreaming capacity.	- Assess the number of key stakeholders trained in gender mainstreaming. - Assess if trained key stakeholders are using the skills to integrate gender into their programs. - Develop a tool to assess the skills utilization by trained key stakeholders. - Assess the training tools & materials used for training to determine their relevance of gender mainstreaming in health.	Sector M & E officer National machinery	Logistical support	Assessment Report	1 st report - Sept. 2002 2 nd report - March 2003 3 rd report- Nov 2003	Assumption: - specific budget allocation for capacity building for gender main training moth, or national machinery. Risk: - High turnover of people trained - No trained trainers on gender.

NGO Zimbabwe - Edinah Masiyiwa

Areas	Programme	Objectives	Activities	Responsible	Resources	Outputs	Time	Assumptions
Mainstreaming gender in policy, plans and programmes	<ul style="list-style-type: none"> National Gender framework Programmes Evidence of gender mainstreaming 	<ul style="list-style-type: none"> To establish if there is a framework for gender mainstreaming To establish level of awareness on national framework To establish how far gender has been incorporated in programme policies To establish if materials produced are gender sensitive 	<ul style="list-style-type: none"> Review framework Reproduce material from "tool" Establish data bank for monitoring gender mainstreaming in selected NGOs Data collection & compilation of reports Information sharing meetings Submission of reports 	NGO M&E Officer & NM&E Officer	Human Finance Time Material	NGO data bank Assess transformation of policies Reports	Sept. 2002 March 2003 November 2003	NGOs will co-operate Resources will be available No time pressure
Capacity Building mechanisms in gender mainstreaming	Training on gender mainstreaming	<ul style="list-style-type: none"> To determine if training on gender mainstreaming has been done for staff in the NGOs To assess the extent to which programme dev. & implementation reflects gender mainstreaming capacity 	<ul style="list-style-type: none"> Assess tools used for training Determine relevance of training to gender mainstreaming No NGOs trained Assess gender sensitivity of tools produced 	NGO M&E Officers	Human Finance Time material	Report on status of capacity	As above	NGOs willing to participate Availability of resources

Areas	Programme	Objectives	Activities	Responsible	Resources	Outputs	Time	Assumptions
Capacity building mechanism in gender mainstreaming	Institutionised gender sensitivity Technical expertise available	To assess the number of trained Director Generals & directors. To determine whether we have a committed and confident group of trainers.	<ul style="list-style-type: none"> Review the number of trained Director General & Directors in gender planning, policy making & gender impact Review the number of gender trainers (especially male trainers) Disseminate reports within Ministry stakeholders/National Machinery 					Trainers are given opportunity to use their skills not just using their skills required
Mainstreaming gender in policy plans & programmes	1. Gender Policy 2. Programmes & Activities in relation to gender mainstreaming 3. Plans on gender 4. Gender data base of disaggregated information (pupils performance, work force)	<ul style="list-style-type: none"> To determine whether the policy is in line with the goals of the National Gender Policy framework and it is in place. To establish whether there is gender inclusive teaching/learning/working environment which enhance academic/professional successes for both gender. To determine whether the selected areas has gender mainstreamed their plans and programmes To review data bases on gender disaggregated data. 	<ul style="list-style-type: none"> Review the Ministry of Edu. & Youth Policies to see whether it captures gender mainstreaming. Review curriculum to determine whether it incorporate gender issue Review all division plans to determine whether they have integrated gender Establishing whether the Ministry of Education & Youth has gender disaggregated data. 	SM & E Officers	Logistic/training materials	Assessment report	1 st report Sept. 2000 2 nd report March 2003 3 rd report Nov. 2003	Some division still not gender mainstreaming Time factor They may not be about get allocated for gender

Action Plan Ministry of Lands, Agriculture and Rural Settlement/Johnson Gwallpedza - Zimbabwe

Areas	Programmes	Objectives	Activities	Responsible	Resources	Outputs	Time	Assumptions
Mainstreaming gender in policy, plans and programmes	1. Establish women in decision making positions within agricultural sector 2. Establish participation and training of women in agricultural development	a) To determine whether the sector is gender mainstreaming its structures. b) (Working at administrative arrangements of Ministry)	1) Collect gender disaggregated data. 2) Completion of the questionnaires 3) Survey	M&E: sectoral level Heads of different sections	Human resources financial resources to come up with gender disaggregated data	<ul style="list-style-type: none"> Recommendations Data disaggregated results Reports 	August 2002	<ul style="list-style-type: none"> Capacity to collect gender disaggregated data Sectoral level management may not want
		a) To establish if training are gender sensitive b) To determine if policy and programmes encourage woman participation	Collect data on gender intake at training centers Survey	M&E: Officers Heads of training institutions	Human resources financial for survey	Gender disaggregated data on training intake	March 2001	Record on women participation is available
		3. Reviewing of existing agricultural policy to see if they incorporate gender aspects	1. Conduct survey on women participation in sector 2. Observation Review all agricultural policies if they incorporate gender mainstreaming Establish short earnings of policy on gender issues	M&E: Officers Training institution Personnel	Financial resource for survey Human resource	<ul style="list-style-type: none"> Gender sensitive data on women participation in agriculture 	Feb. 2002	Gender disaggregated data is available in sector
				M and E Officer	Human resources to analyse	Reports Recommendations on policy that is gender sensitive	Sept 2001	Well documented policy in the sector Resources available 2
Capacity building mechanisms in gender mainstreaming	1. Assess the budget available towards training personnel in gender mainstreaming 2. Review the number of officers trained in gender mainstreaming techniques	a) Establish commitment on sector to gender mainstreaming through resource for capacity building	1) A on resources used for gender training compared to other sector training components on the Ministry training plan	M and E Officer and administrative section	Human resources	1) Report 2) Training budget component showing level commitment to	July 2001	<ul style="list-style-type: none"> Training budget is disaggregated in various components Annual training programme is available
		a) Monitor the extent of capacity building in gender techniques conducted by the section	1) Assess the number of officers in sector trained forward gender sensitization 2) Through survey	M and E Officers Human resources & administration	Human resources	Report level of commitment to capacity building through training staff on gender issues	August 2001	

Action Plan Ministry of Youth Development, Gender, Zimbabwe - KARIKOGA KUTADZAUSTE

Areas	Programmes	Objectives	Activities	Responsible	Resources	Outputs	Time	Assumption
1. Mainstreaming gender in policy, plans and programmes	1. Government policies revision 2. System for collection of gender disaggregated data in sector 3. Monitoring & Evaluation system established	1) To revise the current government admin. Procedures for conformity with NGP 2) Promote systematic gender disaggregated data 3) Formulate a monitoring & Evaluation Programme for gender mainstreaming.	1) Collecting & Collation of GDI 2) Building data bank on GDI 3) Administer the M&E tool 4) Discussion with decision makers	NME SMT	Human and financial	Revised government admin. Procedures / Reports. Data bank Reviewed laws M&E effective system	Oct 2002	A national policy in place and adequate resources are provided Limited support from Gender best Officers or focal person
National coordinating mechanisms for the implementation of gender mainstreaming	Establish a NCC Effective operational mechanisms	To create a NCC for AP/A To strengthen the operation of the NCC.	● Stakeholder meetings ● Creation of an NCC ● Collection of reports Report compilation ● Coordinative discuss with decision makers ● Training of accountability bodies. ● Meetings ● Establishment of accountability bodies ● Discussion with decision makers	NME SMT	Human financial Time	● Functional NCC ● G/A Training for NCC members ● Meetings ● Corrective actions done. ● Discussion of finding and recommendation ● Accountability mechanisms established trained bodies 50%-100% ● Gender sensitive budget	2002 2003	Adequate support from all NCC members. Poor Coordination and loose interest amongst stakeholders Availability co-operating institutions to constitute the mechanisms Lack of support from gender focal persons
Accountability mechanisms for the implementation of gender mainstreaming in PFA	● Accountability measures established Training programmes	To create functional accountable mechanisms To strengthen accountability bodies through meetings To lobby for gender sensitive budgets	● Training needs analysis carried out ● Training prog. for policy makers ● Budgetary allocations Trainings for prov. Gender poverments	NME	Human & financial	Training needs survey Capacity building programmes Training workshops G/A Training for managers policy makers Reports	2002 Dec. 2003	Provision of adequate funds and supports Inadequate resource especially financial
Capacity building mechanisms in gender mainstreaming	● Training needs analysis ● Allocated resources (Human & Financial) ● Trainings conducted ● G/A Trainings ● Capacity building programme	To formulate & strengthen gender mainstreaming capacity building programme To conduct training prog. To execute G/A for provincial gender councils						

Action Plan Ministry of Public Service, Labour and Social Welfare, Zimbabwe - C. Matizha

APA Broad Areas to be monitored	Specific Issues/Programmes/Areas to be monitored & evaluated	Objectives for monitoring and evaluating	Activities to be carried out for monitoring & evaluation	Responsibility	Resources Required	Expected Outputs	Time Frame	Assumption/ Risks
1. Mainstreaming gender in policy, plans and programmes	<ul style="list-style-type: none"> • Employment services delivery • Social welfare delivery • Social development fund micro credit 	<ul style="list-style-type: none"> • To find out whether gender concerns are taken care of in employment, delivery of social welfare services and in providing loans for projects • To find out whether policies and programmes of the Ministry are in line with the goals of the National gender policy • To find out whether there is gender disaggregated data on services provided by the Ministry 	<ul style="list-style-type: none"> • Presentation of this workshop proceedings to senior management for them to be aware of MKEF tasks ahead. • Call a meeting with the 3 departmental gender focal persons in employment services, social welfare and social development fund to sensitize them of the MKEF • The MKEF work plan • Administer questionnaire on MKEF to relevant stakeholders in the Ministry • Consolidate data collected and produce MKEF report for submission to National machinery 	<p>Heads of Departments</p> <p>Departmental gender focal persons</p> <p>MKEF officer</p> <p>Other officers in the Min.</p>	Financial material Human.	<ol style="list-style-type: none"> 1. M and E report recommending areas to improve implementation of APA 2. System for collection gender disaggregated data 3. Report on capacity building for gender mainstreaming 	Sept. 2003	Lack of political commitment Lack of resources

Action Plan Ministry of Planning, Tanzania Mr. Korongo

APA Broad Areas to be monitored	Specific Issues/Programmes/Activities to be monitored & evaluated	Objectives for monitoring and evaluating	Activities to be carried out for monitoring & evaluation	Responsible	Resources Required	Expected Outputs	Time Frame	Assumptions/Risks
1. Mainstreaming gender in Policy, Plans and Programmes			<ul style="list-style-type: none"> Develop work plan for M&E Share M&E work plan with relevant stakeholder personalities within the Ministry (i.e. DAP, other heads of Dept.) and beyond the Ministry (Directors of planning in other sectoral ministries, directors of planning at regional and district level, etc). Conduct survey Implement the M&E plan Prepare and disseminate M&E reports Lobby for support for adopted implementation of the M&E Reports. 	<ul style="list-style-type: none"> Perm. Sect. Director for Personnel and Admin (DPA) Other heads of Dept. Heads of Planning Dept. In sector ministries and district level. M&E Officer 	Stationary Transport Financial resources (i.e. for allowances for field work) Supporting staff	<ul style="list-style-type: none"> Status of the Gender policy framework for the planning Ministry established Gender disaggregated data for the planning ministry available Status of mainstreaming of gender in the macro policies, plans and programmes established (reported on). Status of capacity for gender mainstreaming at the macro and sectoral level established. 	<p>July 2002 Sept 2003</p>	<ul style="list-style-type: none"> The powers that matter will attach deserving weight to this subject and obligation of mainstreaming gender into their areas of work Very little work in (terms of implementation of the APA at the ministerial level). might have been done. Hence the danger that M&E officers will be required to do more beyond M&E work.
	Sectoral gender policy framework	To establish whether the sector gender policy framework is in place.						
	Sectoral policies, plans and programmes Mechanism for M&E	To establish progress and achievements in mainstreaming gender in macro policies, plans and programmes.						

Action Plan Ministry of Finance and Economic Development, Zimbabwe - Mr. Mupfema Muzira

Areas	Programmes	Objectives	Activities	Responsible	Resources	Expected Outputs	Time Frame	Assumptions/Risks
Mainstreaming gender in policy, plans and programmes	1. Establishment of a review of the current situation in place. 2. Sensitisation of key stakeholders on what will happen in terms of monitoring and evaluation	1. To establish whether a sectoral gender policy is in place 2. To review existing government administrative procedures to see if they are in line with the goals of the national gender policy framework 3. To monitor the system for collection of gender disaggregated data	1. Develop a work plan for monitoring and evaluation 2. Share work plan (M&E) with respective stakeholders within the ministry. 3. Consultation with the gender focal point for the status of gender mainstreaming within the sector 4. Questionnaire on assessing the implementation of the NGPF at the sectoral level 5. Implement M&E plan and lobby for support	Policy makers and managers - All heads of departments Staff at operational levels M&E officer	Budget for activities Human resources	A system for collection of gender disaggregated data Data banks of gender disaggregated statistics in the ministry A revised sectoral administrative procedures which are gender sensitive A monitoring and evaluation system for gender mainstreaming	July 2002 to Sept. 2003	Lack of resources to carry out the activities Resistance from the policy-maker Will receive maximum cooperation from the policy makers.
	4. Capacity Building mechanisms in gender mainstreaming	Review the gender mainstreaming capacity building programme in place	Analyse the training needs survey Recommend a training capacity building programme for the Ministry which is gender sensitive Monitor workshops on training	Policy makers and decision makers M&E officer	A budget for activities Human resources	Report of training needs Report on status of capacity building Reports of follow-up with specific recommendations	July 2002 to Sept. 2003	Cooperation from the Heads of departments Making into implementation Lack of financial and human resources