

# REPORT

## EASTERN PROVINCE LOCAL GOVERNMENT AND GENDER ACTION PLAN DEVELOPMENT WORKSHOP 13 – 15 JANUARY 2010



Figure 1: Workshop participants developing a GAP



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## Executive Summary

The gender and gender based violence action plan workshop for the Eastern Province took place from 13 - 15 January 2010. The purpose for holding this workshop was to popularise the SADC Protocol on Gender and Development in the local municipalities in the Eastern Province and develop local gender and gender based violence action plans that will be rolled out in their respective local councils.

This workshop was undertaken in partnership with Local Government Association of Zambia (LGAZ) which played a key role in mobilising the participants of the workshop and it was officially opened by the LGAZ provincial chairperson and welcoming remarks were given by the Katete District Council Chairperson.

The main aim is to build capacity of councillors and local council staff to understand gender issues so that they start mainstreaming gender into all of the work that they do and to lead the process at community level.

## Objectives

- Popularise the SADC Protocol at council level and community level through the civic leaders,
- Develop a gender action plan for the local councils in Zambia,
- Build the gender analysis skills of councillors and staff, including on gender and governance; gender planning and policy concepts.
- Develop GBV work plans for rolling out at local level.
- Popularise the local government summit to be held in South Africa on 8 March 2010

## Background

In 2008 GL undertook a study, "At the Coalface, Gender and Local Government in Zambia" on conditions necessary to increase the representation of women in local government in Zambia, and to ensure their effective participation. A key finding of the study is that despite the lip service paid to gender and local government very few practical steps have been taken to mainstream gender in the local government or to build the capacity of councillors to lead this process.

The research was launched in Zambia in February 2009 and a gender strategy for local government was drafted. This workshop was the sixth of nine provincial workshops to develop action plans for mainstreaming gender in local government so that these are relevant to the Zambian country context.

## Activities

The three-day training programme employed the participatory approach as it is the best way to learn and gives participants the opportunity to get fully involved in the process of developing action plans. The



Council Chairman Chama District – time keeper  
Photo: Faides Nsofu

facilitator made use of exercises, DVDs, and group work. See full programme on **Annex A**.

### **Target groups**

In total they were 30 participants (10 women and 20 men) from eight districts namely Mambwe, Chama, Lundazi, Katete, Nyimba, Petauke, Chandiza and Chipata.

This workshop involved participants from the following category of persons:

- Council Chairpersons
- Councillors
- local government association focal persons;
- Key staff from the planning, finances and works departments of the councils.

A full list of participants can be found attached at **Annex B**.

### **Participation and processes**

Topics covered in the programme included The SADC Gender Protocol "Roadmap to Equality", during this session participants had the opportunity to learn more about the campaigns that are taking place in the other countries in Southern Africa especially on popularising the SADC Gender Protocol through the DVDs and at the beginning of the workshop participants were pretested through a quiz on the SADC protocols. A pamphlet of the targets in the SADC protocol in English and Nyanja was distributed to all the participants to assist them in understanding the provisions in the protocol. See **Annex C** for the SADC village workshop report.

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 write ups on the messages conveyed about men and women;

### **Group discussions:**

- A woman never grows
- A woman cannot head a household
- Women cannot make decisions that can relied upon
- Women cannot inherit wealth
- Women should express themselves in front of men
- Women have no right to complain when husband/boyfriend is having an extra marital affair
- Women should remain silent in church, if she has anything to say she should speak through the husband
- Women are just helpers of men
- Women's greatest role is to bear children and take care of them
- Men are perceived to be a stronger sex while women are perceived to be a weaker sex
- Women are easily intimidated as compared to men

On module three on gender and governance, participants did a group exercise on “what keeps women out of politics” according to the group discussions, the following are the reasons:

- The political structures especially in the rural areas do not support and favour women. This is also evident as to who speaks in all the meetings.
- Stereotypes are strongly adhered to in rural areas and therefore continue to intimidate women in participating actively.
- The traditions especially the Ngoni tribe where it is believed a woman cannot speak in front of men discourages women from engaging in decision making positions.
- Beliefs by some sectors of society that women political aspirants are prostitutes
- Lack of self confidence
- Inferiority complex, living to think that they are inferior in society.
- Lack of exposure
- Levels of education in women is a barrier to take up challenging jobs
- Office of the mayor/chairperson, Police officer, Headman, Headmaster and directors is perceived to be only for men.
- Any community committee can only be chaired by men

The conclusion for this gender stereotype exercise was that such messages discourage women from taking up challenging positions and they always tend to believe what is said about them and they withdraw their political and professional ambitions.

The facilitator through plenary discussions led the participants in discussing access, participation and transformation topics of the module. During this session participants stressed the point of government, political parties and the private sector to put in place mechanisms or systems that will promote easy access especially for women. According to the participants the current systems do not promote equality as access is almost impossible for decision making positions for women and the adoption process is also practically impossible for women.

Participants were given another exercise on gender mainstreaming and sex disaggregated data. This was followed with an exercise on practical and strategic gender needs, participants were given a scenario on a plea for help and where asked to do group work on practical and strategic gender needs and later defined the two concepts.

There were detailed sessions on some of the core of local government functions, including gender responsive budgeting, gender management systems, gender equality in service provision and gender based violence. The participants also developed a gender action plan that will be mainstreamed in their already existing plans to be rolled out at local level. They found the exercise of developing a GBV action plan as challenging and exciting as they will be doing these activities for the first time. The participants also developed messages and slogans for use in their communities when implementing the GBV plans.

The participants were also given a score card to measure progress based on accurate baseline data arising from their current situation in the councils. The purpose of the score card was to rate how gender sensitive the councils in Eastern province are. Though most participants did not sum up the ratings in percentage, in gender and governance the ratings were below 20%, only Chipata council has 40% of women in decision making positions

meaning that the councils in the province are still experiencing gender gaps or imbalances in terms of decision making positions. Women are still in very low positions and the gaps are too big as compared to the men. During a plenary session on scorecard, participants cited tradition and custom as one of the cause of gender imbalances and gaps as people in the eastern strongly believe a woman is inferior to a man therefore they are rejected by society when they are appointed to decision making positions.

From the rating it was clear that there are gender imbalances in the councils as the rating indicated big gaps especially on women representation, participation and planning. During the plenary discussion the participants stressed the need of educating the communities, house of chiefs and also putting up good strategies on the employment, retention of female staff and also monitoring and evaluation of council activities as a way of ensuring good governance and also adopting the quota system at local level as a way of trying to equalize the existing gaps.

Participants engaged in a very meaningful way in all of the activities and some very good and practical work like group exercise to make the work workshop more participatory. The use of the debate for reporting back on the session covering issues of gender and local governance including quotas and leadership proved to be an effective training exercise. There was much debate throughout the workshop, the participants felt free to express their views.

### **Outputs and outcomes**

- A small committee was put in place for easy communication and for the purpose of backstopping.
- Participants were provided with GL materials on the research done in Zambia, both the English and Nyanja SADC protocol, specifically related to training at the local level and on how to develop gender action plan.
- The local councils were provided with the LG Summit concept paper both the hard copy and soft copy for the officers who came with laptops.
- Gender action plan and GBV action Plan for rolling out at local level were developed

Slogans and messages were also developed on GBV for use in the communities, **see Annex D, E and F.**

There was a high level of participation and as the evaluations show, participants found the workshop very useful and enlightening. See **Annex G** for the workshop evaluations.

**Annex A: Workshop Programme**

**Eastern Province Local Government  
And Gender Action Plan Development Workshop  
Programme**

<b>DAY/TIME</b>	<b>ACTIVITY</b>	<b>WHO</b>
<b>DAY ONE: 13 January</b>		
8:00 – 8:30	Registration	ft
8:30 – 8:45	Opening remarks	LGAZ REP
8:45 – 9:15	Introductions and objectives <ul style="list-style-type: none"> <li>• To provide background and agree on objectives for the workshop</li> <li>• To develop guidelines of participation</li> <li>• Eyes and ears</li> </ul>	ft
9:15 – 10:00	DVD: Roadmap to equality To introduce the SADC Gender Protocol and its relevance to local government	ft
10:00 - 10:30	TEA	
<b>Module One: Key gender concepts</b>		
10:30 – 11:30	Sex, gender and stereotypes	ft
11:30 – 13:00	Group work on Challenging stereotypes; Internalising oppression	ft
13:00 – 14:00	LUNCH	
<b>Module Two: Gender and governance</b>		
14:00 – 15:30	Access, participation transformation, leadership	ft
15:30 – 15:45	TEA	
15:45 – 17:00	Report back – Debate	ft
HOMEWORK	Transformation scorecard	ft
<b>DAY TWO : 14 January</b>		
8:00 – 8:30	Recap, eyes and ears	ft
8:30 – 9:00	What we learned from the scorecard	ft
<b>Module three: Key gender planning concepts</b>		
9:00 – 10:00	Practical and strategic needs	ft
10:00 – 10:30	TEA	
10:30 – 12:00	Group 1: Gender mainstreaming Group 2: Sex disaggregated data Group 3: Gender responsive budgeting Group 4: Gender equality in service provision Group 5: Targets and indicators Group 6: Gender management system	ft
12:00 – 13:00	LUNCH	
<b>Module four: Draft gender action plan framework</b>		
13:00 – 17:00	Group 1: Governance	ft
	Group 2: Gender in specific programmes – Gender Based Violence	ft
	Group 3: Gender in existing programmes: Economy,	

<b>DAY/TIME</b>	<b>ACTIVITY</b>	<b>WHO</b>
	procurement, housing, transport, utilities	
	Group 4: Gender in existing programmes: Health, HIV and AIDS, environmental health, social development	
	Group 5: Employment practices and environment	
	Group 6: Gender management system	
<b>DAY THREE –</b>	<b>15 January</b>	
8:30 – 9:30	Eyes and ears	
<b>Module five: Localising plans to end gender based violence</b>		
9:30 – 10:30	GBV Provisions in the SADC Protocol on Gender and Development GBV as a key service delivery issue	ft
10:30 – 11:00	TEA	
11:00 – 12:00		ft
12:00 – 13:00	Group work: Developing a plan to end GBV	ft
13:00 – 14:00	LUNCH	
14:00 – 16:00	<i>Group work</i> 1. Building a strategic communications plan based on national action plan 2. Communicating local GBV action plans 3. Developing messages and slogans for the campaign	ft
16:00 – 16:15	TEA	
16:15 – 17:00	Way forward: Best Practices and Summit	ft



**Annex B: Participant's List**

**Eastern Province Local Government Gender Action Plan development workshop  
Mphangwe Motel  
13-15 January 2010**

<b>NAME</b>	<b>Sex M/F</b>	<b>ORGANIZATION</b>	<b>DESIGNATION</b>	<b>PHONE</b>	<b>FAX</b>	<b>E MAIL</b>
Elita Banda	F	Katete D C	Councillor	0976054219		
Nephat H Tembo	M	Chadiza D C	Council Chairman	0977638889		
Nkhoma Micheal		Lundazi D C	Assistant Treasurer	0977757009		
Papias R Sakala	M	Chadiza D C	Chief Admin Officer	0977284326	+260 621 251167	
Jubeck Nyoni	M	Nyimba D C	V/Council Chairperson	0978103068		
Malvern Zulu	M	Chipata M C	Mayor	0977658572		malvernzulu@yahoo.co.uk
Naomi Sakala	F	Chipata M C	A/Director Planning	0977254366	221202	Nnsakala1979@yahoo.co.uk
Pabene Banda	F	Chadiza D C	Councillor	0976954217		
Reuben Mwanza	M	Mambwe D C	V/Council Chairperson	0975624510		
Frank Sampa	M	Nyimba D C	APO	0979165765		
Mhlanga George	M	Chama D C	Council Chairperson	0976597659		
Lucia M Kamanga	F	Katete D C	ADPO	0964026205		
Mildred M N Banda	F	Nyimba D C	Internal Auditor	0977971055/955 971055		mildred_nyambe@yahoo.co.uk
Francis Phiri	M	Mambwe D C	Ag Council Secretary	0977407268	245038	Phirifrancis38@yahoo.co.uk
Fidelis Chitambala	M	Chadiza D C	Ass. Dir Works	0977549724		
Grinson Mwenda	M	Petauke D C	V/Council Chairperson		06 371103	
Mabvuto Masiye	M	Petauke D C	Chief Admin Officer	0977989322	06 371103	mabmasiye@yahoo.co.uk
Sinoya Mwale	M	Chipata D C	LGAZ Provincial Chairperson	0977767629	06 221202	
Henry Banda	M	Katete D C	Council Chairperson	0977284283		
Dulani Phiri	M	Petauke D C	DPO	0977115631		dulaniphiri@yahoo.co.uk

<b>NAME</b>	<b>Sex M/F</b>	<b>ORGANIZATION</b>	<b>DESIGNATION</b>	<b>PHONE</b>	<b>FAX</b>	<b>E MAIL</b>
Sandi S Mwanza	M	Mambwe D c	Council Chairperson	0979257404		mwanzasandiesamson@yahoo.com
Charles Tembo	M	Lundazi D C	Council Chairperson	0967/097938366 3		
Felistus Nyirenda	F	Lundazi D C	Councillor	0978934605		
Christine Zimba	F	Lundazi D C	Councillor	0979450860		
Mary Mbewe	F	Chipata M C	Councillor	0979773998		
Golden Banda	M	Chipata M C	Town Clerk	0977232500	021 6 221202	chipatacouncil@yahoo.com
Greyson Nkhata	M	Katete D C	Council Secretary	0977589304	021 6 252191	
Lontia Lungu	F	Mambwe D C	Deputy Council Treasurer	0977923131		<a href="mailto:Lontia@yahoo.com">Lontia@yahoo.com</a> mambwecouncil@yahoo.com
Lenia Luhana	F	Chipata M C	Councillor	0979773998		

### **Attendance statistics by gender**

<b>Females</b>	10	33%
<b>Males</b>	20	67%
<b>TOTAL</b>	<b>30</b>	<b>100%</b>

***Annex C: SADC Gender Protocol - Village level meeting report***

**Name of country: Zambia**

**Province/ District/ Town/ Village: Eastern Province**

<b>Date</b>	13 - 15 January 2010
<b>Theme of Protocol village meeting</b>	SADC Protocol Quiz
<b>Participants' list</b>	As attached
<b>Number of women participants</b>	10
<b>Number of men participants</b>	20
<b>Civil society representatives present</b>	Local Government Association of Zambia
<b>SADC Protocol Knowledge quiz results summary</b>	<ol style="list-style-type: none"> <li>1. Where and when was the SADC protocol signed? 4 (13.3%) people answered correctly and 26 (87.7%) had incorrect answers</li> <li>2. Has your country signed the protocol? 30 (100%) people answered correctly</li> <li>3. Which three countries have not yet signed the protocol? 6 (20%) answered correctly and 24 (80%) answered wrongly</li> <li>4. How many targets does the protocol have? 8 (26.6%) people answered correctly and 22 (74.4%) answered wrongly</li> <li>5. What is the target for women in decision making and when should it be achieved by? 14 (46.6%) people answered correctly and 16 (54.4%) people answered wrongly</li> <li>6. What is the target for ending or reducing GBV? 7 (23.3%) people answered correctly and 23 (77.7%) people answered wrongly</li> </ol> <p>The participants found this exercise interesting especially during the feedback session because they realised how little they know about most of the international and regional instruments that our country has signed</p>
<b>Answer sheets to the quiz as baseline data</b>	As attached

<b>Issues raised</b>	<ol style="list-style-type: none"> <li>1. Popularizing the SADC protocol at village, community and national level</li> <li>2. Submit the workshop reports for adoption and easy implementation by councils</li> <li>3. More sensitisation on constitutional and legal rights</li> <li>4. Gender sensitive budget allocation to local authorities</li> <li>5. Involvement of local authorities in the implementation, lobby and advocacy of national and international instruments signed by the government</li> <li>6. Local communities at grass root level are not familiar with the national and international instruments our country has signed.</li> </ol>
<b>Responses</b>	<p>The participants watched a DVD "Roadmap to equality" on the SADC protocols and thereafter discussed the following questions as group work.</p> <ol style="list-style-type: none"> <li>1. What work is already happening to achieve the targets in the protocols? <ul style="list-style-type: none"> <li>- The Gender Ministry</li> <li>- Constitutional and legal rights review</li> <li>- Enshrining of gender equality in the constitution</li> <li>- Ratification of the SADC protocol at national level</li> <li>- Sensitisation programmes running throughout the country</li> <li>- Declaration of international women's day as a public holiday</li> <li>- Recent appointment of women in decision making positions</li> </ul> </li> <li>2. Have a look at the pamphlet with all the targets, which of these would you prioritize? <ul style="list-style-type: none"> <li>- Governance</li> <li>- Education</li> <li>- Health</li> <li>- Economic opportunities</li> </ul> </li> <li>3. How can the targets in the protocol be included in the councils? <ul style="list-style-type: none"> <li>- Adoption of the GAP and GBV action plans at council level.</li> <li>- Popularising the SADC protocol to all councillors for easy implementation of the targets.</li> <li>- Allocate and finance gender responsive budgets at council level</li> <li>- Active participation by the local council in civil society activities</li> </ul> </li> <li>4. How can you begin to popularise the SADC protocols <ul style="list-style-type: none"> <li>- Gender education to all communities and chiefdoms</li> <li>- Sensitisations through all medias especially community radio stations.</li> <li>- Educate more women on gender and GBV</li> <li>- Promote local translated gender programmes and sensitizations for the local communities.</li> </ul> </li> </ol>

<b>Follow-up meeting / Next steps?</b>	Will have follow up meetings in all the districts of the Eastern province to popularize the protocol at community level and also to do backstopping on the implementation of the Gender and GBV action plan at district level.
<b>Evaluation forms</b>	As attached

**Annex D: Gender Action Plan**

**GENDER ACTION PLAN FOR ROLL OUT IN LOCAL COUNCIL IN EASTERN PROVINCE**

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
<b>I. GOVERNANCE</b>						
<b>Representation</b>						
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.	Council lobby Government to publicly commit to achieving parity between male and female councillors – through mobilisation of women as candidates.	Dept of Admin	<ul style="list-style-type: none"> <li>Chipata 5 women 17%</li> <li>Mambwe 1 woman</li> <li>Chadiza 3 women</li> </ul>	25 % increase of women's representation by 2011	2011	
	Lobby all political parties to adopt and implement the zebra list system and include these provisions in their manifestos.	Dept of Admin	MMD 12%, UNIP 0, PF 0, They are at the district level. Within the party there is a women's league were women look at women affairs.	40 % increase of women representation by 2011	2012	
	Engage with Traditional Authorities on women's representation in local politics.	Dept of planning /Admin	No meetings with traditional chiefs have been held.	2 meetings per year. Number of meetings held and % of women attending such meetings % of women willing to stand as councillors/Mps	2010	
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.	Dept of Admin/P lanning	Yes such statistics exist	Chipata- 1 out of 14 people in management. Chipata- councillors 5 women out of 29 Katete -1woman out of 8 in management Katete-Councillors- 2 out of 33 Nyimba- 2 out of 10	2010	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
				Nyimba-Councillors 0 women out of 16 Mambwe -2 out of 12 in management. Mambwe -councillors 1 out of 16 Chadiza- 3 out of 26 councillors Chadiza- 1 out of 9 managers Lundazi councillors 2 out of 29 are women. Lundazi 0 out of 6 people. Chama 2women out 9 in management 0 out of 26 councillors Petauke 2 out of 27 Petauke 1woman out of 9 in management.		
	Request a circular from the Ministry of Local Government that regulates women being placed in leadership positions	Dept Of Admin	No, such request has not been made	The request should be done this quarter. It should be implemented by 2011	2010	
	Take measures to ensure equal representation of women in leadership positions in council.	Dept of Planning /Admin	For all committees in the councils except for Lundazi and Chadiza were the vice committee chairpersons are women	50% of all leadership positions to be held by women.	2013	
	Encourage women to participate by mentoring and coaching them into these roles	Dept of Planning /Admin	No, such programs are yet to be undertaken	2 meetings with women in the communities per year per district.	As when recruited	
To educate communities and raise awareness about the importance of women's	Raise awareness in communities on the importance of women	Dept of Planning /Admin	At the moment there are no awareness programs	1meeting/quarter/constituency Traditional leaders	2012	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
equal representation in local councils	being equally represented in local politics and the importance of voting for women.			Church leaders Political leaders		
	Sensitisation programmes and hold dialogues that address the causes of 'pull her down' syndrome to promote better understanding of this phenomenon	Dept of Planning /Admin	Such dialogues have not been held	2 meetings a year with women in communities	2010	
<b>Participation</b>						
To increase participation by women because their concerns are often sidelined or overshadowed by political party concerns.	Establish a multi party women's caucus	Dept of Planning /LGAZ	No network has been done with other women caucuses	1 multiparty women's caucus established in all the districts with the help of Anti-Voter Apathy Project (AVAP)	2010	
	Improve partnerships with organisations such as the UCLGA and launch a Women's Commission through the LGAZ	Dept of Planning /LGAZ	They are no women committee commissions existing.	To establish women's commission in all the districts Establish 1 commissions/district	2010	
	Network with other local, national and provincial women's caucuses.	Dept of Admin/ Women's caucus	No networking has been done with other women's caucus	External links established	2010	
To empower women councillors to articulate what are regarded as "women's issues."	Conduct a skills audit of women's councillors. Training needs identified by women councillors e.g. gender, public speaking and assertiveness.	Dept of Planning	There hasn't been any skills audit among female councillors	Conduct 1 skill audit in the 8 districts Results of the skills audit	2011	
	Induction programmes	Dept of	• There is a week-long	• All councillors elected	2012	



STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	for new councillors with follow up refresher courses.	Admin	councillor's induction workshop. <ul style="list-style-type: none"> <li>There are no other courses and no specific training on gender</li> </ul>	<ul style="list-style-type: none"> <li>Once a year</li> </ul>		
To empower men on gender issues and mobilise their support.	Gender training workshops for male and female councillors and officials.	Dept of Admin	No specific gender training trainings were done in the past two years	<ul style="list-style-type: none"> <li>100% men were in attendance</li> </ul>	Already done	
	Gender dialogues with male Councillors and officials.	Dept of Admin	A number of dialogues where held with male councillors in the province	<ul style="list-style-type: none"> <li>One gender dialogue per quarter</li> <li>feedback after every dialogue</li> <li>one training on gender dialogue a year</li> </ul>	2010	
<b>Community mobilisation</b>						
To ensure that women and men participate equally in community matters and that policy making is informed by accurate data.	Collect, disaggregate and analyse data on communities.	Dept of planning	Disaggregated data exists on the community currently	Gender disaggregated data on the community.	Already exists	
	Encourage men to participate in public meetings and on issues that are traditionally considered to be only of concern to women.	Dept of CDO	The current statistics on public participation/ participation in public meetings is unknown	<ul style="list-style-type: none"> <li>Having disaggregated data</li> <li>Attendance of participation by both male and female</li> <li>No. Of meetings held/year</li> </ul>	2011	
	Educate, inform and disseminate information in indigenous languages on issues that affect women such as utilities, payment of bills, housing opportunities, contracts and employment	Dept of CDO	Disaggregated information currently exists in English and Nyanja languages Pamphlets also exist in Nyanja and English	The target is the all community on gender, HIV/AIDS information to be published in official and local languages.	ongoing	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	opportunities and HIV and AIDS					
To ensure that women are consulted equally in policy-making processes.	Conduct specialised participation exercises for women, including adult education	Dept of Planning /CDO	There are no gender disaggregated stats on the consultative meetings	2 consultative meeting in the districts. Disaggregated data on consultative meetings	2011	
To mobilise men at local level and ensure that they do not feel threatened by gender equality.	Conduct workshops with men's groups.	Dept of CDO/finance	No workshops been conducted with men's groups	Conduct 1x workshop/ year held with men in churches, political parties and communities	2010	
<b>III. GENDER IN EXISTING PROGRAMMES</b>						
<b>Security and emergency services</b>						
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	Dept of Works,	Chipata 60% Petauke 16% 0% in the remaining districts	All streets should be named in the districts	2012	
	Council to establish a disaster management plan which should include counselling to victims of disasters.	Dept of Planning /CDO/P HSS	Councils make use of the national disaster management plan through the District Commissioner	Council disaster management plan	2010	
	Lobby businesses to assist people in need.	Dept of Admin/C DO	Yes support has been rendered by the business community in the past	To lobby the following associations: <ul style="list-style-type: none"> <li>The Muslim Business forum</li> <li>District business association</li> <li>Tourism association service club</li> </ul>	When necessary	
	Enforce building regulations to ensure adequate spacing between buildings.	Dept of Works	There are building regulations and policies, the town and country act, public health act and market act but they are not being enforced	Works department should ensure that regulations are adhered to	In progress	
	Establish community	Dept of	There are a number of	<ul style="list-style-type: none"> <li>Continued support for</li> </ul>	Ongoing	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	policing posts	works/Planning/ Admin	community policing posts established	community policing posts <ul style="list-style-type: none"> <li>1 post in each ward</li> </ul>		
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.	Dept of works/C DO	No education or training has been done in the past	One education programme in each ward or two in densely populated areas	ongoing	
<b>The economy and job creation</b>						
To facilitate equal employment opportunities because women are disproportionately affected by high levels of unemployment	Set and monitor specific targets to ensure gender parity in employment opportunities created by local government.	Dept of Admin	<ul style="list-style-type: none"> <li>There are no specific targets to ensure gender parity in employment opportunities created by local government.</li> <li>Men are still in the majority in council employment</li> </ul>	<ul style="list-style-type: none"> <li>Employment policy that sets specific targets for gender equality</li> <li>30% of opportunities should go to women</li> </ul>	Immediately	
	Create a vote item in the budget specifically related to women's empowerment. Community identifies projects that qualify for funding	Dept of Admin/Finance	There is no such vote item	<ul style="list-style-type: none"> <li>Create a vote to target women with low income,</li> <li>Women with special needs</li> <li>At least two women's project per ward per year in all the districts</li> </ul>	Immediately	
	Lobby Ministry of Commerce and Local Government to sponsor women to attend and participate at international economic exchange programmes.	Dept of Admin	No such lobbying has been done in the past	Lobbying efforts successful	Immediately	
	Inform women about economic opportunities	Dept of Admin/p	This information is usually disseminated through pamphlets	One ward meeting per ward	Immediately	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	and the economic empowerment fund	lanning	and meetings			
To obtain sex disaggregated data on unemployment levels in local authorities	Conduct surveys, collect data and analyse it in conjunction with NGOs and CSO	Dept of planning / CDO	No such data has been collected in the past	Availability of gender disaggregated data.	2011	
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	Dept of planning /Works	Many of the lodges in the Province are owned by men There is no specific data captured	increase the numbers of women participating in the tourism industry by 50%	Ongoing	
<b>Procurement</b>						
To ensure that women benefit equally from the procurement process which they have historically been excluded from.	Facilitate increased involvement of women contractors by raising their awareness and providing them support and training on tender procedures.	Dept of Admin	There has been no information available and has not been affectively addressed in the past but it is now going to be an item of the agenda of the district tender committee	50 % of all tenders should be allocated to women	2011	
	Implement and monitor quotas for women for the awarding of council contracts	Dept of Admin	More men than women are awarded contracts. There is no point / quota system,	Deliberate 20 % non negotiable award to be put in place for women bidding and 80% to all bidders (men and women)	2011	
	Lobby local government for procurement committee regulations should be changed to ensure that 50% of those sitting on the tender board that awards contracts are women.	Dept of Admin	Women not equally represented on tender committees	50% women on the tender board.	2012	
	Encourage and affirm larger businesses that sub-contract women-	Dept of Admin	No such incentives exist	Point system implemented	2011	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	owned enterprises.					
<b>Poverty eradication</b>						
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	Interpret the poverty reduction strategy to ensure that it makes explicit mention of women and female-headed households.	Dept of planning /CDO	<ul style="list-style-type: none"> <li>District poverty reduction strategy in place</li> <li>Current poverty data is not disaggregated by sex</li> </ul>	<ul style="list-style-type: none"> <li>Poverty reduction strategy which makes explicit mention of women developed and implemented a</li> <li>Poverty statistics are disaggregated by sex</li> <li>Reduced poverty levels by 20%</li> </ul>	2013	
	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	Dept of CDO/Planning	Current income generating projects include Women in mining Women in farming Women in tourism Women in fishing	<ul style="list-style-type: none"> <li>Number of women participating in these sectors</li> <li>Increased % of number of women participation and allocation of resources</li> <li>Number of women trained in sustainable livelihood</li> </ul>	ongoing	
	Liaise with and support CBOs and NGOs already working with poor households.	Dept of CDO/Planning	Councils perform a coordinating function in terms of support provided by NGO's and CBO's e.g. CDF, Microfinance and Banks	<ul style="list-style-type: none"> <li>Council provides space/land in the community free of charge</li> <li>Number of CBO/NGOs providing support to households</li> </ul>	ongoing	
<b>Business support</b>						
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.	Dept of Admin/Planning	There has been no concerted effort to link women to value chains	Levels of participation should increase to 40% for women	2011	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	Ensure that the district business association (DBA) is representative and raise awareness of the DBA among communities. Celebrate best practices.	Dept of Admin/Planning	30% women involved in DBA in all Districts	50% of the DBA should be women	2011	
	Encourage public and private business partnerships.	Dept of Admin/Planning	PPA's exist, roads are being worked on and infrastructure is being renovated in most of the districts of the province	Two partnerships per year	2010	
To empower women entrepreneurs through business skills and support	Facilitate skills development, access to information and finance, and business support for poor women.	Dept of Planning /CDO/Admin	There is currently no skills development and business support for women	20% women to be empowered by training and support in each district	2011	
	In partnership with the DBA facilitate increased involvement of women-headed companies by raising their awareness and providing them support.	DBA, Council Secretary, Planning officer	Yes but no such data exists for women-headed companies	<ul style="list-style-type: none"> <li>Data on female headed companies</li> <li>Increase by half of the existing number of women headed companies</li> </ul>	2011	
<b>Informal sector</b>						
To promote equal access to markets.	Link women to growth sectors.	Dept of Admin	There are no exact statistics but women predominate in the informal sector	20% of women in the informal sector to register business	ongoing	
	Integrating women with partnerships, mergers etc.	Dept of CDO/planning	Yes women have been integrated in partnerships and mergers	20% increase of women in partnerships	ongoing	
<b>INFRASTRUCTURE</b>						
<b>Housing</b>						
To promote the equal rights of women to land tenure	Collect gender disaggregated data on housing.	Dept of planning	Such data does not exist in the council	Gender disaggregated data on housing.	2010	
	Adopt a quota system to	Dept of	30% policy women access land	50% is the target increase in	2015	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	ensure that women have equal access to land.	Planning		the number of women owning land		
To ensure that women's needs are taken into account because they are mostly affected by inadequate housing.	Incorporate the needs of women into the residential design.	PWDSS Committee	There is land surveying	50% target increase of plots demarcated and allocated to the women	2012	
	Identify unsatisfactory living environments and formulate recommendations for their improvement.	Works and Planning Dept	There has been no assessment of living environment.	Living environment assessment results	Feb 2011	
	Designate areas in residential areas where low-impact economic activities can be.	Dept of planning	According to Town Planning regulation	When the planning has been approved by the provincial physical planner	2011	
To introduce housing subsidies that will benefit women and give them access to housing.	To lobby government to introduce housing subsidies through the national housing authority.	Dept of Admin	No information exists on women and housing and there are no materials existing regarding policies and subsidies	Housing policy and subsidies put in place and implemented	2011	
<b>Water, sanitation and electricity</b>						
To ensure that women, who are disproportionately affected by inadequate service delivery, are provided with affordable access to basic services	Provide affordable services to poor households.	Dept of Works	<ul style="list-style-type: none"> <li>Boreholes are provided at communal level at a minimal cost</li> <li>Bores have been drilled already and some are being drilled.</li> </ul>	<ul style="list-style-type: none"> <li>Increased the number of new boreholes to be drilled by 10 per year</li> <li>100 VIP toilets in schools</li> </ul>	ongoing	
	Council should respond to calls for information by those who cannot afford services and lobby for subsidies to be provided.	Dept of Works	There is community sensitisation on the basic services being provided by the council	Rural communities	ongoing	
	Ensure that women are consulted prior to the provision of services.	Dept of Works/Planning	Community meetings were held in the wards stats not available on attendance	60% of women and 40% men	Ongoing	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	Align services to the needs of women.	Dept of Planning	To a certain extent services are being aligned to the needs of women	100% of the target group are women	Ongoing	
	Involve women in the management and maintenance of these services and facilities.	Dept of Works	Yes women are involved the data is not disaggregated	30% of the total number is earmarked to be women.	Already in existence	
<b>Environmental health</b>						
To involve women, as key stewards of the environment, in environmental preservation projects or making business ventures from the environment.	Create a forum for engaging with the community on environmental health issues and ensure that women and men are equally represented and involved in for e.g. the management and disposal of waste and in recycling projects.	Dept of Admin	Yes the District Environmental Committee exists in all the districts.	To increase the % of women in the committees by 40%	Already in existence	
	Create a forum for engaging with the community on environmental health issues and ensure that women and men are equally represented and involved in for e.g. the management and disposal of waste and in recycling projects.	Dept of Works	Yes e.g. the Make Zambia Clean and Healthy committees. There are no any recycling projects exist within the council.	All stakeholders and 10 people are to sit on the committee, and should meet on the monthly basis.  This can be measured by the number of meetings held and the minutes produced.	Ongoing	
	Increase the frequency refuses collection.	Dept of Works	Refuse is collected three times in a week.	Refuse should be collected daily.	ongoing	
	Develop a gender sensitive solid waste management policy.	Dept of Planning	There is no policy on solid waste management	To develop a policy that is implementable at district level	2010	
To take into account the	Women's needs should	Dept of	No any studies/ survey have	Hold consultative meetings in	ongoing	



<b>STRATEGIC OBJECTIVE</b>	<b>ACTION</b>	<b>WHO</b>	<b>BASELINE</b>	<b>TARGETS/ INDICATORS</b>	<b>WHEN</b>	<b>BUDGET</b>
needs of women who are increasingly burdened with the responsibility of burying family and community members.	be taken into account in the location of cemeteries.	Works	been conducted on the needs of women	districts Number of women and men attending the meeting and reports.		
<b>HIV and AIDS Prevention</b>						
To establish the gendered dimensions of HIV/AIDS and raise awareness on the disease in the council.	Gender disaggregated data on HIV/AIDS for the council; integrate gender considerations local in HIV/AIDS programmes.	Planning Dept	Sex disaggregated data exists in the councils through District AIDS Task Force (DATF)	Gender disaggregated data	Already in existence	
	Develop gender aware HIV and AIDS public education and awareness campaign.	Dept of Planning	Yes the gender aware HIV policy has been developed	Council populous The whole community Through the DATF	Ongoing	
	Advocate for and promote the female condom and so that women have free access to them.	Dept of Planning	The female condoms are available and the cost is free	To increase publicity on the use of female condoms	Ongoing	
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; the red and white ribbon campaign, coupled with ongoing awareness campaigns.	Dept of Planning	The council participated in awareness campaigns in the past by organised drama performances and community.  Yes the Council has participated in the 16 days of activism.	Sexually active age groups. It will be measured by the number of public awareness Meetings and report	Ongoing	
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.	Dept of PHSS/C DO	PEP is available at some health facilities.	Increase in the number of women accessing PEP through awareness	Ongoing	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
To educate women and men on voluntary counselling and testing which is a powerful tool for preventing the spread of HIV/AIDS.	Obtain gender disaggregated statistics on VCT. Use this to devise campaigns to encourage women and men to go for VCT.	Dept of PHSS/C DO	Data is available	Increase in % on the number of women and men accessing VCT services	Ongoing	
<b>Treatment</b>						
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.	Dept of PHSS/C DO	More women have access to treatment than men	Gender disaggregated data	Ongoing	
<b>Social development</b>						
To make community and sporting facilities more accessible to women and girls and ensure that they benefit equally from such facilities.	Collect gender disaggregated data on the use of council community and sporting facilities.	Dept of Planning	Gender disaggregated data exist in the district	Gender disaggregated data on the use of community and sporting facilities.	ongoing	
	Ensure that every library has a section on women's literature.	Dept of Planning	The library has a section on women's literature.	Increase on women literature	Ongoing	
	Set up mobile libraries to make reading more accessible to women especially in rural areas.	Dept of Planning /Admin	There are no mobile libraries, but ADC offices have some provision of a library.	There are operating on a daily basis The community	Ongoing	
	Design programmes to ensure that women and men benefit equally from local authority facilities, for example promoting women in traditionally male sports, e.g. Soccer and boxing.	Dept of Planning	Sports for all programme	Men and women The youths	periodically	
	Organise events and displays that celebrate	Dept of Planning	Social activities like softball and netball exist and are organised	School going girl children Number of events	Periodically	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	women's achievements and challenge stereotypes. Encourage programmes that challenge stereotypes in all spheres, including the home. Educate parents on how their children should be socialised.		over the weekends	Number of children participating		
<b>IV. EMPLOYMENT PRACTICES AND ENVIRONMENT</b>						
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.	Dept of Admin	Male and female are given equal opportunities for employment as long as they meet the necessary qualifications	<ul style="list-style-type: none"> <li>Performance plans explicitly mention gender equity</li> <li>50% women in all areas of employment by 2015</li> </ul>	2013	
	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.	Dept of Admin/G FP	<b>Chadiza</b> Gender statistics 70% male 30% female Management 75% male 25% female Admin 46% male 54% female Finance 80% male 20% female Planning 0% male 100% female Engineering 100% male 0% female <b>Chipata</b> Gender statistics 85% male 15% female Management 90% male 10% female	50% women in all areas of employment by 2015	2013	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
			Admin 70% male 30% female Finance 70% male 30% female Planning 84% male 16% female Engineering 70% male 30% female <b>Chama</b> Gender statistics 66% male 33% female Management 60% male % 40%female <b>Admin</b> 60% male 40% female Finance 66% male 40% female Planning 100% male 0% female Engineering 0% male 100% female <b>Katete</b> Management 80% male 20% female <b>Lundazi</b> <b>Petauke</b> Gender statistics 70% male 30% female Management 89% male 11% female Admin 61% male 39% female Finance 68% male 32% female Planning 100% male 0% female			

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
			Engineering 80% male 20% female <b>Nyimba</b> Gender statistics 60% male 40% female Management 80% male 20% female Admin 37% male 63% female Finance 75% male 25% female Planning 67% male 33% female Engineering 75% male 25% female <b>Mambwe</b> Gender statistics 40% male 60% female Management 80% male 20% female Admin 40% male 60% female Finance 66% male 33% female Planning 50% male 50% female Engineering 100% male 0% female			
	Include women's targets as a non negotiable component of senior managers' contract.	Dept of Admin	No work has been done in the area at the moment	Contracts to be drafted in a manner that is gender sensitive	2012	
	Obtain buy-in and support of the unions for increased gender equity in the	Dept of Admin	Union not yet approached	<ul style="list-style-type: none"> <li>The number of gender issues the union takes to management</li> <li>Documenting the</li> </ul>	2011	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	employment profile of the council.			consultative meetings with Union • Union approached		
To ensure that the recruitment and selection process offers equal opportunity to women.	All job advertisements should encourage women to apply.	Dept of Admin	Not being done at the moment	Advertisements to specifically encourage women to apply	Immediately	
	Selection panels should be gender balanced.	Dept of Admin	Staff Establishment and management constitute selection and composition is irrespective of gender	Gender balance on selection panels.	Immediately	
	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.	Dept of Admin	No discriminatory practices against women are in place- gender sensitivity applies at all times	Non discriminatory practices are already in place	Already exists	
	Develop comprehensive employment equity plans.	Dept of Admin	No comprehensive employment equity plans in place at the moment	To develop to develop HR/EE Policy	2011	
	Apply job preservation policy to meet women's targets.	Dept of Admin	No job preservation policy to meet women's targets	To develop HR/EE policy	2012	
	Incorporate gender into structure system policies and processes.	Dept of Planning /works/Finance	Gender not incorporated into structure system policies	To develop Gender sensitive structure systems and policies	Immediately	
	To educate and train women employees, who have previously been disadvantaged, by	Council should have a staff development plan and this should be adequately planned and	Dept of Admin	No staff development plan at the moment	To develop staff development plan incorporating gender issues	2011

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
implementing capacity-building and mentoring programmes so that they may be empowered to perform their job functions and map their intended career paths	budgeted for.					
	Undertake a skills/ qualification audit and assessment of all municipal employees.	Dept of Admin	Skills/qualifications audit has been done	Results of the skills audit report followed up	2012	
	Devise and implement a range of capacity-building options for employees and cllrs.	Dept of Admin	Full time training On the job training Orientation training workshops	To develop training policy	2012	
	Mentoring new cllrs and employees.	Dept of Admin	Yes, mentoring is done	Develop training modules Conduct training twice in a period of five yes	immediately	
	Provide information to councillors, CBOs and community members.	Dept of planning /Finance /Admin/ GFP	Information exist	Number of clients requesting for information as well as those given information	2015	
	Increase the number of learner ships available for girls.	Communi ty Dev.Offi cer /Gender FPP	There is no data existing	Data on learnerships available for girls	2015	
	Identify skills needs among communities and skills gaps in key economic sectors.	DPO	No needs assessments have been taken	Number of needs assessments undertaken in communities	2011	
	Develop targeted skills development programmes.	Dept of planning /CDO	There has been no skills development programmes designed and undertaken	Increase number of skills development programmes designed and implemented	2011	
<b>Work conditions and environment</b>						
To facilitate women's equal participation in the	Provide and standardise paternity leave and	Dept of Admin	7 days after child birth is given as paternity leave though not	Introduce and adopt 7 days paternity leave	2012	

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.	accompany this with a programme on responsible fatherhood. Possibly consider shared maternity and paternity leave		fully implemented			
	Meetings times should take the needs of all employees into consideration and not run too late.	Dept of Admin	No policy on meetings times in place	Policy on meetings should be developed Meetings should end at 17 hrs and not done over weekends	Immediately	
	Provide child care facilities for municipal employees.	Dept of CDO	There are no day care facilities for council employees	8 childcare facilities to be constructed	2013	
	Provide flexible work arrangements for parents.	Dept of CDO	No flexible work arrangements for the parents in place	Flexible work arrangements for the parents introduced	Immediately	
	Implement an emolument payment system to ensure that employees make maintenance payments.	Dept of Admin	No emolument payment system in place	Develop and implement emolument payment system	2012	
	Conduct awareness programmes on parenting responsibilities.	Dept of CDO	No awareness meetings on parenting has been done	Conduct continuous awareness programmes on parenting in all the districts in the province	Immediately	
	Support and expand crèches/ kindergartens.	Dept of CDO	Pre-schools exist	Construct 5 preschools	2014	
Address issues of sexual harassment in the council.	Develop and implement a sexual harassment policy (SHP).	Dept of CDO/ Gender FPP	There is no sexual harassment policy in place	Development and Implementation of the Sexual harassment policy To be monitored through the number of cases being reported	2012	
	Workplace education	Dept of	Sensitization on SHP has not	Number of awareness	2012	



STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	and awareness on the SHP	CDO/General FPP	been done in the councils	trainings conducted, Number of participants		
<b>V. GENDER MANAGEMENT SYSTEM</b>						
<b>Planning</b>						
To ensure that women are consulted about their needs when drawing up plans for the council.	Adapt the vision and mission statement of the council to ensure that it is gender aware.	Dept of Admin	The vision and mission statements do not specifically highlight gender issues	To make both the vision and mission gender aware	2010-2016	
	Consult with both women and men when drawing up plans.	Dept of Planning /CDO	Yes consultation done though not adequate	Consult WDCs when drawing the IDPs and DDPs	2011	
	All units and departments should include gender indicators in their business plans.	Dept of Admin	Yes some departments/ units have included gender in their business plans	Include gender indicators in all business plans	2012	
	Conduct surveys prior to planning to determine the needs of both women and men.	Dept of Planning	No surveys conducted in the past	Conduct 8 gender aware surveys Gender aware survey results.	2013	
	Councils should administer customer satisfaction surveys that are disaggregated and analysed according to gender.	Dept of Planning	No customer satisfaction survey has been done	Administer customer satisfaction surveys annually	2012,	
<b>Gender structures</b>						
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	Recruit/appoint gender focal point.	Dept of Admin	Gender focal point person has been appointed	Gender focal point person properly trained	2011	
	Senior managers must take ultimate responsibility for gender mainstreaming within the administration.	Dept of Admin	No work has been done in the establishment of gender structures	To establish GMS, vest it with authority, strategy, plan and resources.	2014	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
managers.	Gender should be a standing item on the agenda of management committee meetings.	Dept of Admin	There is no item on gender on the agenda for management meetings	Have gender as an agenda item on all management meetings	Immediately	
	Include a gender component on the Finance and General Purposes committee / Establish a gender committee comprising councillors and other stakeholders to ensure political oversight for gender mainstreaming in the work of local government.	Dept of Admin/G FP	There is no standing committee in charge of gender at the moment	To constitute a Gender equality committee.	2011	
	Prepare Terms of Reference for gender machinery, and clarify reporting procedures.	Dept of Admin	Only institutional gender focal point person has been appointed	To appoint GFP for each department and form TOR for GFP	2013	
	Publicise the establishment of the gender machinery.	Dept of Admin	The GMS is not known because it does not exist	Establish GMS and publicise it	Immediately	
	Gender machinery to prepare their own strategic plans.	Dept of Admin/G FP	There is no GMS strategic plan	To adopt GMS Strategy and action plan	Immediately	
	Establish linkages with gender machinery in other municipalities.	Dept of Admin/G FP	No linkages on gender machinery established	To network GMS with other municipalities	Immediately	
	<b>Budget, monitoring and evaluation</b>					
To make use of gender disaggregated data for monitoring and evaluation to ensure that gender equality is being strived for.	Obtain sex-disaggregated data.	Dept of Finance/GFPP	Sex disaggregated data exists but is not consistently applied	To ensure that all statistics are disaggregated by gender.	2013	
	Gender indicators to be formulated for each department/ programme	Dept of Admin/P lanning	Gender KPIs in the score card does not exist	Gender KPIs integrated into council score card.	2013	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
To ensure that resources are being allocated to gender priorities.	and HR management.					
	Recommend resource allocation (specific budget line) for initiatives that will promote gender equality, including fighting gender violence and HIV and AIDS).	Dept of Admin/Finance/GFP	The action plan has not been costed	Costing of this action plan.	2012	
	Ensure that departments allocate resources to gender priorities.	Dept of Finance/GFPP/Planning	Not fully allocate resources to gender priorities	Department to allocate resources to gender priorities	2012	
<b>Capacity building</b>						
To ensure that training is done to educate all employees and community groups on gender.	Facilitate skills training for members of gender machinery.	Dept of Admin/GFP/	No training has been done on gender machinery	1 workshop to be arranged per year 50 trainees per session	2012	
	Liaise with service providers to provide training programmes.	Dept of Admin/GFP/planning	No training has been done in the past	Number of trainings conducted by service providers, training reports	2012	
	Facilitate training programmes among councillors, officials and community groups.	Dept of planning /GFP	No training has been done in the past	At least one training conducted for Councillors, officials and community	2012	
	Assess impact of training.	Dept of planning /GFP	No training has been done in the past	Attitudes towards gender self assessment	2012	
	Gender sensitivity, analysis training for both male and female councillors and officers.	Dept of planning /GFP	No training has been done in the past	All cllrs and strategic staff trained	2011	
To raise awareness on gender issues and	Compile a calendar of special gender events	Dept of Planning	Women's day events and activities have been undertaken	Participate in all activities to raise the profile of gender	ongoing	

<b>STRATEGIC OBJECTIVE</b>	<b>ACTION</b>	<b>WHO</b>	<b>BASELINE</b>	<b>TARGETS/ INDICATORS</b>	<b>WHEN</b>	<b>BUDGET</b>
challenge the belief that gender is a “women’s issue”.	and campaigns. Engage in campaigns to raise the profile of gender e.g. Women’s Day; Father’s Day, Sixteen Days campaign.	/GFP	in the past	Number of women participating Resources allocated to these vents		
	Prepare pamphlets, advertising, posters, logo etc.	Dept of planning / GFP	Participate in all activities to raise the profile of gender	No of materials developed, sourced and distributed	ongoing	
	Run competitions, sporting activities that challenge stereotypes.	Dept of Planning /GFFP	No sporting, competition have taken place	Three sporting activities	periodically	

**Annex E: GBV Action Plan for roll out in Eastern Province**

<b>FLAGSHIP PROJECT - ENDING GENDER BASED VIOLENCE</b>						
<b>STRATEGIC OBJECTIVE</b>	<b>ACTION</b>	<b>WHO</b>	<b>BASELINE</b>	<b>TARGETS/ INDICATORS</b>	<b>WHEN</b>	<b>BUDGET</b>
<b>Support</b>						ZMK
To implement a plan and actions that supports survivors of GBV	Carry out an audit of safe houses.	Director of works Consultant	No such audit has been done	<ul style="list-style-type: none"> <li>Carry out Audits in all the 8 districts.</li> <li>Audit results</li> </ul>	March 2011	
	Commit council resources to strength and ensure sustainability of existing places of safety and establish some in places where they do not exist.	Director of Works	The council has not established places of safety and has not committed resources to supporting survivors of GBV	3% of council budget on service provision should be allocated for the construction of 1 safety shelter at the market	April 2011	
	Establish day care centres for the elderly to ensure their safety.	Community development Officer/Director of works	No day care centres exist	Establish 1 day care centre for the elderly people (men and women)	June 2012	
	Ensure that women are economically empowered to reduce their vulnerability to gender violence.	Community development Officer/DPO	council has embarked on programmes to economically empower women	30% of land and store allocations should be reserved for vulnerable women	April 2010	
<b>Coordination</b>						
To ensure that efforts to address GBV are conducted in a coordinated manner	Establish multi-sector coordinating structures to tackle gender violence.	Dept of CDO/GFP	There are no such committees currently established	Council to establish multi sector committees	March 2011	
	Strengthen relations with local police stations and ensure	Dept of Admin	Currently the council is not involved in the GBV activities	The council has to establish relations with other stakeholders.	2010	

<b>FLAGSHIP PROJECT - ENDING GENDER BASED VIOLENCE</b>						
<b>STRATEGIC OBJECTIVE</b>	<b>ACTION</b>	<b>WHO</b>	<b>BASELINE</b>	<b>TARGETS/ INDICATORS</b>	<b>WHEN</b>	<b>BUDGET</b>
	that cases of GBV are efficiently and effectively addressed.					
<b>Budget allocation</b>						
To ensure that Councils commit budget and resources to addressing GBV	Allocate budget and resources to addressing GBV	Dept of Admin/Finance	Currently there is no budget allocation for GBV.	Council to include GBV activities in the budget	2011	
<b>Monitoring and evaluation</b>						
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 plans.	Dept of Planning/GFP	Currently the target have not been developed	To develop the plans to address GBV and be integrated	2011	
<b>Prevention</b>						
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.	Planning Dept	No such data exists	<ul style="list-style-type: none"> <li>8 gender safety audits in the districts</li> <li>Sex disaggregated data</li> </ul>	2010	
	Conduct a gender safety audit and convene an annual Women's Safety Assessment Focus Group.	Planning Dept	No such audit has been done	<ul style="list-style-type: none"> <li>8 gender safety audits</li> <li>Results of audit</li> <li>8 Women's Safety Assessment focus group convened</li> </ul>	2010	
	Work with communities to ensure that all public spaces such as parks, cemeteries, and all neighbourhoods are safe with adequate	Works Dept	<ul style="list-style-type: none"> <li>No street lights in Chama</li> <li>No street lights in Chadiza</li> <li>1 street lights in Petauke</li> <li>No street lights in</li> </ul>	<ul style="list-style-type: none"> <li>40 % improvement in street lighting in Chipata</li> <li>30% Street lights in the remaining districts</li> <li>30 % decrease in sexual assault in public</li> </ul>	2011	

<b>FLAGSHIP PROJECT - ENDING GENDER BASED VIOLENCE</b>						
<b>STRATEGIC OBJECTIVE</b>	<b>ACTION</b>	<b>WHO</b>	<b>BASELINE</b>	<b>TARGETS/ INDICATORS</b>	<b>WHEN</b>	<b>BUDGET</b>
	street lighting.		Katete <ul style="list-style-type: none"> <li>No street lights in Lundazi</li> <li>No street lights in Nyimba</li> <li>Street lights in one street in Chipata</li> </ul>	places <ul style="list-style-type: none"> <li>Police statistics</li> </ul>		
	Develop and implement a lighting master plan for the council, plan-maintenance must be in place-monitoring mechanisms and turn around time	Works Dept	There is a plan in some districts	<ul style="list-style-type: none"> <li>Implementation of the light master plan</li> <li>Develop the master plan and implement it.</li> </ul>	2010	
	Name all streets clearly so that police and other emergency services can reach residents with ease in the event of emergencies. In informal settlements each municipality to develop land marks	Works Dept	<ul style="list-style-type: none"> <li>5% of streets are named in the Districts namely Nyimba, Katete, Chama, Lundazi, Petauke, Mambwe and Chadiza</li> <li>30% of streets are named in Chipata</li> </ul>	<ul style="list-style-type: none"> <li>50% streets to be named in the 7 districts</li> <li>80% streets to be named in Chipata</li> </ul>	2011	
	Conduct safety awareness programmes and establish a watch-dog community including all community based structures e.g. community policing forums, etc.	Dept of Planning	No such forums	<ul style="list-style-type: none"> <li>8 safety forums established and functioning in the districts</li> <li>8 safety awareness programmes conducted</li> </ul>	2011	
	Involve street hawkers	Dept of	No they are not involved	<ul style="list-style-type: none"> <li>20% of the street</li> </ul>	2010	

<b>FLAGSHIP PROJECT - ENDING GENDER BASED VIOLENCE</b>						
<b>STRATEGIC OBJECTIVE</b>	<b>ACTION</b>	<b>WHO</b>	<b>BASELINE</b>	<b>TARGETS/ INDICATORS</b>	<b>WHEN</b>	<b>BUDGET</b>
	in crime watchdog projects.	Planning/finance		hawkers are involved in crime watchdog projects <ul style="list-style-type: none"> <li>Statistics of crime being reported at the police</li> </ul>		
<b>Public awareness campaigns</b>						
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 campaign		Within the council GBV programmes do not exist but you would find such programmes at the police VSU.	<ul style="list-style-type: none"> <li>To have deliberate policies within the council budget and strategic plans to include GBV programs.</li> <li>This will be measured by</li> <li>No. Of campaigns held</li> <li>No. of women sensitised</li> </ul>	2011	
	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	Dept of Admin/Finance /Planning	Working with other stakeholder e.g. ASAZA Zambia in commemorating the 16 days campaign. The council had partially participated in these campaigns.	The whole community to be targeted The targets will be measured by: No. Of meetings held Participation levels of council officials e.g. mayor, councillors, chief officers.	25 Nov – 10 Dec 09	
	Mount high profile campaigns to reclaim areas that have become unsafe for e.g. Take Back the Night campaign to sustain the momentum.		TAKE BACK THE NIGHT Campaign has never taken place in our communities/communities	Sensitising the community on safety on streets. This will be measured by: Holding drama performances Radio programmes Through political agencies	25 Nov – 10 Dec 09	



<b>FLAGSHIP PROJECT - ENDING GENDER BASED VIOLENCE</b>						
<b>STRATEGIC OBJECTIVE</b>	<b>ACTION</b>	<b>WHO</b>	<b>BASELINE</b>	<b>TARGETS/ INDICATORS</b>	<b>WHEN</b>	<b>BUDGET</b>
	Promote involvement of men and boys in ending gender violence.		Men and boys have been part and parcel of the GBV campaigns e.g. there is a men's network programme under care int'l.	e.g. councillors All men and boys will be targeted. This will be measured by No. Of men joining the campaign No. Of men network established within the communities.	2010	
	Monitor and evaluate impact of all public awareness campaigns		Council have not monitored and evaluated any GBV campaigns	<ul style="list-style-type: none"> <li>• Having an effective monitoring tool in place, this will be measured by:</li> <li>• No. Of monitoring conducted</li> <li>• No. Of programmes implemented</li> </ul>	2010	
	Join the 'Making IT work for Gender Justice' initiatives such as cyber dialogues.	Admin Dept	The councils have never been involved in cyber dialogues.	<ul style="list-style-type: none"> <li>• Have an effective cyber dialogue system in place. This will be measured by:</li> <li>• No. Of topics discussed</li> <li>• No. Of people involved in the dialogues.</li> </ul>	2011	
<b>Best practices</b>						
To showcase best practices to end GBV	Collect and present best practices being done by councils to end GBV	Dept of Admin/CDO, Area/cllrs	GBV practises exists but are not documented	The council should collect as many practises as they can for showcasing.	2010	
<b>Response</b>						
To implement actions that are effective in responding to GBV in your council	Ensure effective and efficient police posts.	Dept of Planning/CDO	There are police posts in councils who have provided them support by providing	Intensify awareness on community police posts.	2010	

<b>FLAGSHIP PROJECT - ENDING GENDER BASED VIOLENCE</b>						
<b>STRATEGIC OBJECTIVE</b>	<b>ACTION</b>	<b>WHO</b>	<b>BASELINE</b>	<b>TARGETS/ INDICATORS</b>	<b>WHEN</b>	<b>BUDGET</b>
			land and building			
	Work with the police and communities in ensuring that cases of gender violence are reported and addressed.	Dept of planning/CDO	There are no statistics on GBV in the council	Create Database of services and facilities available in the districts	2011	
	Liaise closely with the police; ensure a private room/ victim empowerment unit at police stations; improve the services provided by the Police.	Dept of Admin	Most police stations have victim support units (2 private room, 1 for officers, 1 for counselling) these are controlled by women and men officers	<ul style="list-style-type: none"> <li>All police stations to have victim support units</li> <li>Awareness raised in communities on these facilities</li> <li>More cases of GBV reported and dealt with</li> </ul>	Immediately	
	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 stakeholders	Dept of Admin/Planning	There are no places of safety and care are there within the council	Provide one building or piece of land in the district for NGO's or CBOs who deal with GBV to provide shelter and safety for survivors of GBV	2010	
	Develop and maintain an updated database of services and facilities available to survivors and victims of gender based violence. Capacitate	Dept of Planning	There is no such database at present.	Database of services and facilities developed as services are established	immediately	

<b>FLAGSHIP PROJECT - ENDING GENDER BASED VIOLENCE</b>						
<b>STRATEGIC OBJECTIVE</b>	<b>ACTION</b>	<b>WHO</b>	<b>BASELINE</b>	<b>TARGETS/ INDICATORS</b>	<b>WHEN</b>	<b>BUDGET</b>
	survivors of gender violence with life skills and provide ongoing support in collaboration with various community structures.					
	Encourage role modelling of survivors and victims	Dept of CDO/SS	No modelling is being done at present.	<ul style="list-style-type: none"> <li>• Identify role models</li> <li>• Number of role models</li> <li>• Number of I stories.</li> </ul>	2010	
	Strengthen family counselling services provided at victim support units and train ward committee members to provide support	Dept of CDO/Admin	There are victim support units based in police stations and they do provide counselling	Training of trainers (police posts – as above) who train ward committee members	2010	

**Annex F: Eastern Province messages and slogans for the GBV roll out campaign**

<b>Arena for action</b>	<b>What needs to be communicated to or by these groups</b>	<b>Slogan</b>	<b>What communication tool should be used</b>
<b>Individual</b>			
<b>Abusive men</b>	It is a crime to abuse Women are equal partners in development	Real men do not abuse	Brochures Drama Billboards Banners
<b>Abused women or men</b>	Report the culprit to police Join groups involved in GBV	We are partners in development	Women's club Posters Songs Banners Billboard
<b>Abused child</b>	They are still loved by the community Encourage them to go to school	I have the right to live and be cared for	Brochures Drama Songs Billboards Banners
<b>Mother, father, guardian</b>	The need for both parents to respect one another Issues of GBV must be reported to relevant institutions	There is power in unity and respect for families	Sensitization Media Community meetings Church meetings Posters
<b>Parenting</b>	Positive Parenting We need to appreciate our children Treat our children equally regardless of sex	All are equal	School debates Community meetings Print media materials
<b>Care provider</b>	They should be educated on GBV and Human rights Children should be taught to be open to caregivers and vice versa	Charity begins at home	Leaflets Counselling One to one discussions
<b>Community</b>	Need to mobilise communities for safe spaces	Protection for all	Sensitization Counselling

<b>Arena for action</b>	<b>What needs to be communicated to or by these groups</b>	<b>Slogan</b>	<b>What communication tool should be used</b>
			Media flyers
<b>Schools</b>	Need to protect school going children against all forms of violence	Protect the Child You protect the future	Syllabus Banners Billboards Calendars Posters Books charts
<b>Religion</b>	Spread the word	Men and women same in God's eyes	Church meetings Preaching Literature
<b>culture</b>	At every traditional gathering the local leaders should sensitize the community on the effects of traditional practices for example sexual cleansing/chokolo and that these practices amount to gender based violence.	Know more about your rights	Community meetings Traditional ceremonies Traditional indabas gatherings
<b>Media</b>	At every television or radio program, there must be a message concerning gender based violence and its effects to the community.	Know your rights report any gender based violence	Print media Electronic media Public meetings PA systems
<b>Political Leadership</b>	At any gatherings, let there be a part on which the communities have to be informed about the GBV and how to go about it and the effects of GBV.	Gender, equal opportunities	Drama Songs Banners Posters Brochures
<b>Criminal justice system</b>	Sensitize the community at every gathering that GBV is a criminal offence and such incidences must be reported immediately.	Zero tolerance to Gender based violence	Media Billboards Meetings Banners Sensitizations

Arena for action	What needs to be communicated to or by these groups	Slogan	What communication tool should be used
			debate
<b>Sport</b>	Encourage men and women to participate in politics	Sports for all	Posters Brochures

## ***Annex G: Evaluation Form***

### **Event: Eastern Province Local Government Gender action plan development workshop**

**Date: 13-15 January 2010**

**Venue: Mphangwe Motel**

27 Evaluations received

	<b><u>EXCELLENT</u></b>	<b><u>GOOD</u></b>	<b><u>FAIR</u></b>	<b><u>POOR</u></b>	<b><u>VERY POOR</u></b>
<b>1. PROGRAMME DESIGN</b>	16	10	1		
<b>2. PROGRAMME CONTENT</b>	14	11	2		
<b>3. DOCUMENTTION</b>	19	8			
<b>4. FACILITATION</b>	23	4			
<b>5. GROUP WORK</b>	10	15	2		
<b>6. OUTPUTS</b>	7	14	6		
<b>7.OUTCOMES AND FOLLOW UP PLAN</b>	7	16	4		
<b>8. LEARNING OPPORTUNITY</b>	9	14	4		
<b>9. NETWORKING OPPORTUNITY</b>	11	8	8		
<b>10. ADMINISTRATIVE ARRANGEMENTS</b>	6	13	8		

### **COMMENTS**

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

- Session on gender based violence
- Because I have learnt a lot in most sessions were very educative and issues to do with my work as a councillor
- Documentation, we have been given these so that we share with the community
- Key gender concepts and governance. My understanding of gender has improved
- The useful session was gender based violence which should be mostly addressed in the community
- Group work on stereotypes apart from what the pamphlets taught the practical experiences shared from participants made the session very lively
- All sessions were nicely taken and enjoyed
- GBV, its opening us to train the community out there
- Gender and sex explanation, because we were using the words wrongful
- Facilitation and exercises they were very informative such that everything became so clear about gender
- All of them. They both reminded me of what I did not know
- In group work because we were giving each other ideas
- SADC protocol on gender and development because it can bring development
- Gender and governance and gender concepts
- All sessions were useful and interesting as there are an eye opener

- Group work on challenging stereotype and internalising oppression
- Mainstreaming GBV in local government systems
- Access, participation and leadership
- In group work because we were giving each other ideas
- Module one: I did not know about the SADC protocol on gender and development
- All the sessions were good because I have learned a lot and it will be useful for my council
- Gender stereotype. The topic made me appreciate how there is so much gender inequality
- GBV it retards development
- Session on Gender action planning and SADC protocol
- GBV
- Sex, gender and stereotypes, this topic has broaden my understanding of gender issues
- SADC protocol on gender

**Which session did you find least useful? Why?**

- None (8)
- Most sessions are and were quite useful for my work and knowledge
- The documentation its least useful because it needs IT or computers and we don't have
- DVD session because the quality of pictures and the sound were poor. Little was learnt from it
- I did not find any session boring everything was perfect
- Group work as some information was not readily available and other participants not contributing members of the group from different councils hence having different information one from another
- All sessions were useful x4
- Module 3 I did not attend the full session, because I was sick
- All were relevant
- SADC protocol

**How will apply what you have gained from this engagement?**

- I will put them into practice
- I will apply what I have gained through meetings with all committees that are in my area of operation
- By sharing with the community through the local authority
- To mainstream gender in my working activities
- I will apply what I have learnt in my community and because I have understood the term gender and this is linked to our community
- By making sure some of the planned activities are implemented promptly
- I will apply what I have gained from this engagement by sensitising, motivating and educating communities during meetings
- I will inform my council to put a program across and I will sensitise my community on GBV
- To inform the council



- I will share with management the importance of gender justice and encourage the inclusion of gender activities in council plans so that ultimately the council can benefit and be equipped with information
- By sensitising through meetings, radio, through church leaders and traditional leaders
- I can apply to know these things as a learning opportunity
- Relay the message to the community we are coming from
- Sharing the knowledge with my colleagues and submit report to gender sub committee members
- We will ensure that gender policies are developed in councils and any GBV especially at work are reported
- By holding some meetings with community members and continue to ask for more knowledge to be imparted
- Workshop are everything they are teaching us to do our job
- I will be able to use the manuals we have been given to share what we have been taught and the council will benefit
- Share with officers in both planning and administration department and during community sensitization campaigns incorporate gender issues
- Apply knowledge and skills gained in my family, local authority and communities
- Documentation session had find that it has been useful because it contains all the topics which we tackled
- By disseminating to the community
- By helping in the implementation of the action plan in the council
- By implementing what I have learnt during the planning process

### **Any other comments**

- The workshop was excellent in general
- May I encourage the organisers to organise more workshops possibly 2 times in a year
- It has come at a right time where gender is supposed to balance at a 50/50 by 2015
- Let this workshop continue so that the community can assess information about gender based violence in our churches
- The future works she be allocated more time to reduce the burden of squeezing too much work in a short time
- This knowledge should also be shared to traditional leaders to meet the same change
- The programme is very nice and it should be done in more days like one week, since most participants are slow learners
- Need another workshop
- Knowledge is power, Gender Links should continue with such initiatives so that more people can be empowered with information. Gender Links can also help the council implement this programme as many councils do not have the capacity to do such programs due to resources
- I think this workshop should continue because we are learning many things. We were behind with ideas and now we are gaining more, please continue
- The programs on gender should continue for the nation to attain development
- The facilitators not to mention much on political parties in foras which involve civic leaders of different political parties
- On administration arrangements, ensure that the drivers and aide camps are catered for because they bring the participants and especially that transport was own arrangement

- The workshop is very important and it should be repeated since it has a lot of issues which we need to learn
- No comments
- I did not get more knowledge because the days for the workshop were few. Next time increase the number of days
- The workshop was very good and we are looking forward if these workshops can be done at district level so that all councillors can learn in all the districts in the province
- Should have more of such workshops targeting individual councils so that they all council workforce and councillors are capacity built in gender issues
- Communities should be sensitised as part of the workshop proceeds and workshop participants should facilitate
- The workshop was excellent because we did not know that there are SADC protocols
- Workshop was tremendous though time seems to have been limited