

**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	2010	

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				Katete-Councillors- 2 out of 33 Nyimba- 2 out of 10 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	Dept of	No, such programs are yet to be	2 meetings with women in	As when	

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	participate by mentoring and coaching them into these roles	Planning /Admin	undertaken	the communities per year per district.	recruited	
To educate communities and raise awareness about the importance of women's equal representation in local councils	Raise awareness in communities on the importance of women being equally represented in local politics and the importance of voting for women.	Dept of Planning /Admin	At the moment there are no awareness programs	1meeting/quarter/constituency Traditional leaders Church leaders Political leaders	2012	
	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	Dept of Admin/ Women'	No networking has been done with other women's caucus	External links established	2010	

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	caucuses.	s caucus				
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 for new councillors with follow up refresher courses.	Dept of Admin	<ul style="list-style-type: none"> <li>There is a week-long councillor's induction workshop.</li> <li>There are no other courses and no specific training on gender</li> </ul>	<ul style="list-style-type: none"> <li>All councillors elected</li> <li>Once a year</li> </ul>	2012	
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	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</li> </ul>	2011	

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	that are traditionally considered to be only of concern to women.			participation by both male and female <ul style="list-style-type: none"> <li>No. Of meetings held/year</li> </ul>		
	Educate, inform and disseminate information in indigenous languages on issues that affect women such as utilities, payment of bills, housing opportunities, contracts and employment opportunities and HIV and AIDS	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	
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	Dept of Planning /CDO/P	Councils make use of the national disaster management plan through the District	Council disaster management plan	2010	

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	include counselling to victims of disasters.	HSS	Commissioner			
	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 policing posts	Dept of works/Planning/ Admin	There are a number of community policing posts established	<ul style="list-style-type: none"> <li>• Continued support for community policing posts</li> <li>• 1 post in each ward</li> </ul>	Ongoing	
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	Set and monitor specific targets to ensure gender parity in employment opportunities created by	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</li> </ul>	<ul style="list-style-type: none"> <li>• Employment policy that sets specific targets for gender equality</li> <li>• 30% of opportunities</li> </ul>	Immediately	

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by high levels of unemployment	local government.		government. • Men are still in the majority in council employment	should go to women		
	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 and the economic empowerment fund	Dept of Admin/planning	This information is usually disseminated through pamphlets and meetings	One ward meeting per ward	Immediately	
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	Facilitate increased involvement of women	Dept of Admin	There has been no information available and has not been	50 % of all tenders should be allocated to women	2011	

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procurement process which they have historically been excluded from.	contractors by raising their awareness and providing them support and training on tender procedures.		affectively addressed in the past but it is now going to be an item of the agenda of the district tender committee			
	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-owned enterprises.	Dept of Admin	No such incentives exist	Point system implemented	2011	
<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	



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	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	
	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	Dept of	PPA's exist, roads are being	Two partnerships per year	2010	

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	private business partnerships.	Admin/Planning	worked on and infrastructure is being renovated in most of the districts of the province			
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 ensure that women have equal access to land.	Dept of Planning	30% policy women access land	50% is the target increase in the number of women owning land	2015	
To ensure that women's	Incorporate the needs of	PWDSS	There is land surveying	50% target increase of plots	2012	

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needs are taken into account because they are mostly affected by inadequate housing.	women into the residential design.	Committee		demarcated and allocated to the women		
	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>Boreholes 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	

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	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	Dept of	There is no policy on solid waste	To develop a policy that is	2010	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	sensitive solid waste management policy.	Planning	management	implementable at district level		
To take into account the needs of women who are increasingly burdened with the responsibility of burying family and community members.	Women's needs should be taken into account in the location of cemeteries.	Dept of Works	No any studies/ survey have been conducted on the needs of women	Hold consultative meetings in districts Number of women and men attending the meeting and reports.	ongoing	
<b>HIV and AIDS</b>						
<b>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	

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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	
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	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	

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	especially in rural areas.					
	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 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.	Dept of Planning	Social activities like softball and netball exist and are organised over the weekends	School going girl children Number of events Number of children participating	Periodically	
<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	Dept of Admin/G FP	<b>Chadiza</b> Gender statistics 70% male 30% female Management	50% women in all areas of employment by 2015	2013	

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	employed overall as well as increase the number of women in senior and management positions and address the departments where the greatest imbalances exist.		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 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			



STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
			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 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>			

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
			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 employment profile of the council.	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 consultative meetings with Union</li> <li>Union approached</li> </ul>	2011	
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:	Dept of Admin	No discriminatory practices against women are in place- gender sensitivity applies at all	Non discriminatory practices are already in place	Already exists	

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	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.		times			
	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 implementing capacity-building and mentoring programmes so that they may be empowered to perform their job functions	Council should have a staff development plan and this should be adequately planned and budgeted for.	Dept of Admin	No staff development plan at the moment	To develop staff development plan incorporating gender issues	2011	
	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	

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and map their intended career paths	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 workplace by providing	Provide and standardise paternity leave and accompany this with a	Dept of Admin	7 days after child birth is given as paternity leave though not fully implemented	Introduce and adopt 7 days paternity leave	2012	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
support for parents because parenting responsibilities have continue to be the main responsibility of women.	programme on responsible fatherhood. Possibly consider shared maternity and paternity leave					
	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	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	Workplace education and awareness on the SHP	Dept of CDO/Gender FPP	Sensitization on SHP has not been done in the councils	Number of awareness trainings conducted, Number of participants	2012	
<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	Recruit/appoint gender	Dept of	Gender focal point person has	Gender focal point person	2011	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
constitute the gender machinery and to ensure that they have the authority to carry out their work and to obtain the commitment of all managers.	focal point.	Admin	been appointed	properly trained		
	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	
	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	Dept of	No linkages on gender	To network GMS with other	Immediately	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	gender machinery in other municipalities.	Admin/G FP	machinery established	municipalities		
<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. To ensure that resources are being allocated to gender priorities.	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 and HR management.	Dept of Admin/P lanning	Gender KPIs in the score card does not exist	Gender KPIs integrated into council score card.	2013	
	Recommend resource allocation (specific budget line) for initiatives that will promote gender equality, including fighting gender violence and HIV and AIDS).	Dept of Admin/F inance/ 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/Pl anning	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/G FP/	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/G FP/plann ing	No training has been done in the past	Number of trainings conducted by service providers, training reports	2012	
	Facilitate training	Dept of	No training has been done in	At least one training	2012	



STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	programmes among councillors, officials and community groups.	planning /GFP	the past	conducted for Councillors, officials and community		
	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 dlrs and strategic staff trained	2011	
To raise awareness on gender issues and challenge the belief that gender is a "women's issue".	Compile a calendar of special gender events and campaigns. Engage in campaigns to raise the profile of gender e.g. Women's Day; Father's Day, Sixteen Days campaign.	Dept of Planning /GFP	Women's day events and activities have been undertaken in the past	Participate in all activities to raise the profile of gender Number of women participating Resources allocated to these vents	ongoing	
	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	

