

# REPORT

## CENTRES OF EXCELLENCE STAGE THREE WORKSHOP

Country: Zambia  
Council: Chongwe District Council

Dates: 6-8 October 2010  
Venue: Chongwe Council Chambers



Figure 1: Participants at the Chongwe councils doing group work



LGAZ



<b>Table of Contents</b>	<b>2</b>
Executive Summary	3
Background	3
Process and activities	4
Outcomes	7
Way Forward	8
<b>Annexes</b>	
• A – Programme	9 - 10
• B – Participants’ list	11 - 12
• C – Village level Report	13 – 15
• D - Gender action plan	16 - 37
• D – GBV action plan	38 – 43
• E - Messaging/ slogans/ calendar	44 - 45
• F – Summative workshop evaluation	46 - 48

## **Executive Summary**

This is a report on the proceedings of the Centres of Excellence for Gender Mainstreaming in Local Government stage three days workshop held from 06 - 08 October 2010 at the Chongwe Council Chambers at Chongwe Council.

*The purpose of the programme was to;*

- Build participants understanding around key gender concepts
- Build capacity around issues of gender, democracy and good governance
- Look at what makes good leaders through looking at transformative leadership
- Look at key concepts like gender policy and planning concepts
- Assist participants in understanding the importance and synergies around gender, the economy and budgets
- Develop a Local Gender Action Plan
- Develop a Local 365 Day Gender Violence Action Plan
- Popularise the SADC Protocol on Gender and Development.
- Establish communication strategies for the GBV action plans.
- Inform councils about the collection of good practices for addressing GBV at the local level and in the Gender Justice and Local Government Summit.
- Assist councils in seeing the importance of making IT and the media work for them

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

Over the three days, the workshop was attended by a range of council officials, councillors and key stakeholders representatives; in total 21 participants (**12 Men and 9 women**)

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

## **Welcome and opening**

The GL country facilitator welcomed everyone and also thanked everyone for having taken their time off to be part of the programme.

## **Official opening**

The Council Secretary on behalf of the Council Chairman who was also present in the workshop (CEO) for Chongwe – Mr Edson Mumba, gave opening remarks. In his remarks, he highlighted that gender is an issue in local government especially in and that such training programmes are a necessity. He alluded to the fact that Chongwe Council has few women in a decision making positions. He urged participants to be committed and participate actively for the benefit of the council and the community at large.

## **Background**

In 2008, GL undertook the first comprehensive study of the impact of women in politics in Southern Africa. One of the key findings of "At the coal Face - Zambia" was that local government is a sadly neglected area of the gender and governance discourse. Taking heed of this finding, GL conducted groundbreaking research in 2006/2007, *At the Coalface, Gender and Local Government* covering South Africa, Lesotho, Mauritius and Namibia.

A key finding of this study was that few practical steps have been taken to mainstream gender in this tier of government or to build the capacity of councillors to lead this process. The study has since been extended to nine countries. In terms of process, once the research reports have been written up, GL hosts launch and strategy workshops in the respective countries with key stakeholders and partners, ideally the local government associations of that particular country to map out a way forward of how to roll out the strategy and host Gender and GBV action plan workshops. The launches are then followed by Gender and GBV action plan workshops that are held at a provincial, regional or district, level to ensure that all councils have gender action plans.

The key findings of this research are that, inspite of Zambia being a signatory to a number of regional and international gender instruments which advocates for increased or equal representation and participation of women in decision making positions such as the African Charter on Human And People's Rights, the CEDAW, Beijing Platform of Action and the International Convention on Political and Civil Rights. Most relevant the SADC Protocol on Gender and Development which was signed in 2008.

Zambia has a National Policy on Gender which was developed in March 2000 in which the government recognises the need for the full participation of women in development process at all levels to ensure sustainable development and attainment of equality between the sexes. It commits the government to redress existing gender imbalances and providing equal opportunities for women and men to actively participate and contribute to as well as benefit from national development.

There is no gender policy or strategy for local government, the government has failed to implement these instruments and adherence to these conventions and declarations has proved to be challenging due to the lack of strategies for domesticating these instruments with the result that women remain under represented in all areas of decision making.

In view of the above, GL in 2009 launched the strategy workshop for Councillors and key stakeholders to disseminate the findings of the research conducted in 2008 on women's representation and participation in local government to assess the conditions necessary to increase the representation of women in local government in Southern Africa, and to ensure their effective participation.

In March 2010 GL convened the first Gender Justice and Local Government Summit and Awards to gather evidence of institutional and individual initiatives to empower women and end gender violence. The recommendations of this event informed the need for councils to become Centres of Excellence for Gender Mainstreaming in Local Government to ensure that Councils have the necessary and support to address issues of gender across all spheres.

### **Process and activities**

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

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

## **Modules**

### **Key gender concepts**

The first module had detailed sessions on SEX and GENDER and the participants took time to do the swapping exercise so as to understand the difference between sex and gender. This was an important exercise as it set the ground on understanding the workshop objectives and expectations.

With this exercise, participants were engaged in a card swapping exercise that would help them define gender and sex; through this exercise participants were able to differentiate roles, activities and occupations in relation to gender and sex. During this session the participants also looked at stereotypes and the following were group write ups on the messages conveyed about men and women:

- Women are just objects, they do not think;
- Men are superior to women;
- Men are associated with strength, heavy jobs as a symbol of strength while women are viewed as attractive a symbol of beauty;
- Women should be submissive, caring and family oriented;
- Men are holy while women are viewed as sinners;
- Men are bread winners and backbone of the family while women are viewed as sex objects;
- Women are also viewed as dirty and cursed;
- Men are viewed as physically strong with more authority;
- Men are intelligent while women are dull;
- Only men can propose a woman;

Men who have more than two wives are viewed as wealthy while women are

### **SADC Protocol**

This module had two specific exercises. The first exercise was the quiz in which had six questions and participants were asked to tick the correct answer. The second exercise was more practical and relevant to what was happening in local councils in achieving the targets of the SADC Protocol.

See the village level report on **Annex C**

### **Gender and governance**

Module three on gender and governance saw participants doing group exercises on what keeps women out of politics in council meetings, measuring change this exercise was quite interesting as participants were all given a scorecard to measure the gender sensitiveness of their council using their current situation, the difference women make and transformative leadership. The groups engaged in songs, drama

and managed to bring out real situations happening in councils. Discussions included barriers to effective participation and how these can be overcome. According to the group discussions, the following are some of the barriers:

### **Barriers to participation by women**

- Violence
- Sex roles for example -pregnancy, breast feeding
- Unfriendly regulations
- Resources constraints
- Lack of proper information dissemination
- Stereotyping
- Fear of tradition and culture
- Men's world (traditionally) survival of the fittest
- Cultural aspects- women not born leaders
- Exposure/capacity
- Women are jealous towards one another, hence they don't support each other- pull her down syndrome;
- Women usually regarded as sex objects, and notion that women political aspirants are prostitutes
- Women are seen as inferior;
- They have no time for civic duties as they are care givers;

The conclusion from this exercise was that such sentiments discourage women from participating in political decision making.

### **Transformative leadership**

<b>What do communities expect from their leaders</b>	<b>How can communities contribute to good leadership</b>	<b>What are problems associated with leadership</b>
Accountability Transparency Responsibility Honesty Visionary Integrity Feedback Knowledgeable Exemplary behaviour Effectiveness To deliver Unrealistic expectations Accountability	Active participation Being supportive Being available Providing information and feedback Ability to organise Mobilising support for leaders Involvement Positive criticism Complements on good or positive ach	Lack of support Lack of resources Fatigue Ignorance Lack of knowledge Resistance for changed Apathy Bad publicity Having no visionary Suspicion and lack of trust Negative criticism Limited resources to meet expectations

### **Gender policy and planning concepts**

This was module four of the training and participants were given exercises to do as it proved to be the only way to enhance participation by all the participants. All the exercises were done in group work and later a presentation was done which resulted in plenary discussions. In groups the participants did the following exercises: practical and strategic gender needs, gender blind, gender neutral and gender aware policies, gender mainstreaming, sex disaggregated data, gender budgeting, Gender equality service provision and gender management system.

Module four and five were linked as module four presented ground work for developing a local gender action plan. The participants were divided in groups and did look at the Provincial action plan that was developed in November 2009 and they had to localise the plan to suit their local council.

The Draft Chongwe Council Gender Action Plan that the participants produced is attached at **Annex D**.

### **A local 365 Day Gender Violence Action Plan**

This was the sixth and last module, participants were eager to do this module as it gave GBV provisions in the SADC Protocol on Gender and Development. Through the exercises participants learnt that GBV was a key issue to the service delivery in the council though it is silent. Very sad, touching and real stories were shared during plenary discussions.

Participants developed a 365 day GBV plan of action to be localised at their council, they also developed messages and slogans that could be used during campaigns in the communities.

This exercise was quite interesting and councillors showed passion on carrying out these activities in the communities.

The Draft Chongwe Council Gender Based Violence Action Plan that the participants produced is attached at **Annex E**.

The GBV messages/slogans/posters and calendar are attached at **Annex G**.

The participants evaluated the workshop as having been an enlightening workshop. A summarised version of the evaluation forms is attached at the end of this report as **Annex H**.

### **Outcomes**

- Gender built into policy and practise at local level, and that councils identified the need to have gender built into policy and practise at local level.
- An increased knowledge and awareness on mainstreaming gender at the local government level through on the training on key gender topics like gender analysis and budgeting, media literacy and transformative leadership.
- The key stakeholders within the council are empowered around these processes and takes ownership of these processes, in turn creating enabling platforms for replication of this process with other councils.
- Communities and councils are informed and empowered around the SADC Protocol through the village level workshops.
- Communities are engaged and included in the planning for activities for the upcoming *16 Days*.
- Practical good practises for the next local government and gender justice summit are identified at an early stage and therefore the documentation and verification process can start early.

**Outputs**

- Chongwe council Gender and GBV Action Plan.
- Localised messages and slogans

**Way forward**

Participants engaged in a very meaningful way in all of the activities and practical work and group exercises which ensured that the workshop was participatory. The use of group work proved to be an effective training method. There was much interaction and debates throughout the workshop, the participants felt free to express their views.

The workshop provided a platform for the council and stakeholders present to begin to work towards coordinated responses on issues of GBV and active participation on the 16 days of activism.

**Closing remarks**

The council chairman thanked Gender Links as well as the participants for making the workshop a success. He encouraged all the councillors implement what they have learnt and be pioneers in championing Gender issues in the district.

**Annex A:**

**PROGRAMME**  
**Stage 3: Council level policy and implementation workshop**  
**Chongwe District Council**  
**Venue: Chongwe Council Chambers**  
**Dates: 6-8 October 2010**

<b>DAY/TIME</b>	<b>ACTIVITY</b>	<b>WHO</b>
<b>DAY ONE:</b>		
8:00 – 8:15	Registration	GL
8:15 – 8:30	Introductions	GL
8:30 – 8:45	Opening	Chongwe Council - CS
8:45 – 9:15	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>	GL
Key gender concepts		
9:15 – 10:15	Sex, gender and stereotypes	GL
10:15 – 10:45	<i>TEA</i>	
10:45 – 11:45	Group work on Challenging stereotypes; Internalising oppression	Group
Gender and governance		
11:45 – 13:00	Access, participation, transformation, transformative leadership: At the Coalface: Gender and Development	GL
13:00 – 14:00	<i>LUNCH</i>	
14:00 – 15:00	Report back – Debate	Group
15:00 – 15:30	Transformative leadership	GL
15:30 – 16:00	<i>TEA</i>	
16:00 – 17:00	Transformative leadership (continues)	GL
17:00	CLOSURE	
<b>DAY TWO:</b>		
8:00 – 8:30	Reflections, Eyes and ears	Group
Key gender planning concepts		
8:30 – 10:00	Practical and strategic needs	GL
	Group 1: Gender mainstreaming Group 2: Sex disaggregated data Group 3: Gender responsive budgeting Group 4: Gender equality in service provision Group 5: Gender management system	Group
10:00 – 10:30	<i>TEA</i>	
10:30 – 13:00	Gender, the economy and budgets	GL
13:00 – 14:00	<i>LUNCH</i>	
14:00 – 15:00 -	Draft gender action plan framework	GL/group
15:00 – 15:30	Group 1: Governance	
15:30 – 17:00	Group 2: Gender in existing programmes: Economy, procurement, housing, transport, utilities	Group
	Group 3: Gender in existing programmes: Health, HIV and AIDS, environmental health, social development	Group

<b>DAY/TIME</b>	<b>ACTIVITY</b>	<b>WHO</b>
	Group 4: Employment practices and environment	Group
	Group 5: Gender management system	Group
17:00	CLOSURE	
<b>DAY THREE</b>		
8:00 – 8:30	Reflections, Eyes and ears	Group
Localising plans to end gender based violence		
8:30 – 9:30	Key GBV provisions in the SADC Protocol on Gender and Development	GL
9:30 – 10:30	GBV as a key service delivery issue	GL
10:30 – 11:00	<i>TEA</i>	GL
11:00 – 13:00	Developing a plan to end GBV	GL
13:00 – 14:00	<i>LUNCH</i>	GL
14:00 – 15:00	Communicating local GBV action plans	GL
15:00 – 15:30	<i>TEA</i>	
15:30 – 17:00	Developing messages and slogans for the campaign	GL

**Annex B:**

**Event: Stage 3: Council Level Policy and Implementation workshop**  
**Country: Zambia**  
**Venue: Chongwe Council Chambers**  
**Date: 6-8 October 2010**

<b>NAME</b>	<b>Sex M/F</b>	<b>ORGANISATION</b>	<b>DESIGNATION</b>	<b>PHONE</b>	<b>FAX</b>	<b>E MAIL</b>
Kasami M Zulu	M	CCDA	CDF	0977736853		kasamikamalupanda@yahoo.com
B.K Musonda	M	CDC	ACAO	0977662930		brainmusonda@gmail.com
C.C Nyamwiza	M	NAZ-Chongwe	PA	0977587206		
S.I Zulu	M	Forestry	Councillor	0977686722		songuzulu@yahoo.com
Emma Kaputo	F	ZAPD	District Cordinator	0976670820		emmahlwanga@yahoo.com
Fausinah L Phiri	F	CDWA	Chairperson	0977123390		chongwedwa@yahoo.com
Emelda S. Nkhoma	F	MCDSS	DSWO	0977123902		emeldahsunga@yahoo.com
Grace Phiri	F		Councillor	0979836769		
Eunice Zulu	F	MCDSS	DCDO	0977434062		
Loyda F.N Kando	F	CDC	Registry Supervisor	0977721395		
Agnes S. Kalonga	F	CDC	Cheifs Representative	0979600348		
Annie Mwewa	F	ZP	VSU	0979526420		
Joyce Sakala	F	CDC	Councillor	0977457367		
Chikwasha C	M	CDC	DDPO	0968895872		
John Bakasa	M	Judiciary	Clerk of Court	0977808610		
Dr Njovu S.M	M	MLFD	DLFDO	0977212524		
Charles Simulunda	M	MACO	DACO	0977379383		

<b>NAME</b>	<b>Sex M/F</b>	<b>ORGANISATION</b>	<b>DESIGNATION</b>	<b>PHONE</b>	<b>FAX</b>	<b>E MAIL</b>
Banda D.Z	M	Education	DEBS	0979925155		
M Nkumpisha	M	CDC	Chairman	0979601513		
Laston Sinyangwe	M	CDC	D.O	0977612070		
Eddie Mumba	M	CDC	Council Secretary	0979224560 0955812938	620031	eddiemumba@yahoo.com

**Attendance statistics by gender:**

<b>Females</b>	9	43%
<b>Males</b>	12	57%
<b>TOTAL</b>	<b>21</b>	<b>100%</b>

**ANNEX C:****SADC Gender Protocol - Village level meeting report****Name of country: Zambia****Province/ District/ Town/ Village: Chongwe District Council**

<b>Date</b>	6-8 October 2010
<b>Theme of Protocol village meeting</b>	SADC Protocol Quiz
<b>Participants' list</b>	As attached
<b>Number of women participants</b>	9
<b>Number of men participants</b>	12
<b>Civil society representatives present</b>	NAZ, ZAPD, MCDSS, ZP/VSU, MACO, Education, Judiciary and MLFD
<b>SADC Protocol Knowledge quiz results summary</b>	<ol style="list-style-type: none"> <li>1. Where and when was the SADC protocol signed? 10 participants answered correctly and 9 had incorrect answers</li> <li>2. Has your country signed the protocol? 17 participants answered correctly and 2 answered wrong</li> <li>3. Which three countries have not yet signed the protocol? 5 participants answered correctly and 14 answered wrong</li> <li>4. How many targets does the protocol have? 6 participants answered correctly and 13 answered wrong</li> <li>5. What is the target for women in decision making and when should it be achieved by? 13 participants answered correctly and 6 answered wrongly</li> <li>6. What is the target for ending or reducing GBV? 2 participants answered correctly and 17 answered wrongly</li> </ol> <p>The participants found this exercise interesting and provocative 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. Begin to implement the targets of the protocol at country level</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>- Constitutional and legal rights</li> <li>- Economic opportunities, there has been a deliberate policy for women to access 30% of land and 70% compete for by both men and women.</li> <li>- Governance, a national gender policy was developed though not being mainstreamed and implemented at local level, and in some quarters women are being encouraged to take up challenging positions of decisions, some political parties are also appointing women in strategic positions</li> <li>- Education, the ministry is implementing a PAGE project which is encouraging girls to go back to school and also the lowering the cut off points for girls so that more girls can access basic education.</li> <li>- Health, HIV/AIDS, the HIV work place policy was developed and mainstreamed in all work places so that people living with HIV are not discriminated, the free provision of VCT and ART by the government and other stakeholders</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>- Constitutional and legal rights</li> <li>- Education</li> <li>- Health, HIV/AIDS</li> <li>- Governance</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>- Policy formulation</li> <li>- Implementation</li> <li>- monitoring and evaluation</li> </ul> </li> <li>4. How can you begin to popularise the SADC protocols <ul style="list-style-type: none"> <li>- Conducting community sensitizations in all the structures and traditional leadership</li> </ul> </li> </ol>

<b>Follow-up meeting / Next steps?</b>	Will have follow up meetings during the stage four of the COE process for Chongwe district council to evaluate and monitor how they are popularizing the SADC protocol at community and village level.
<b>Evaluation forms</b>	As attached

**Annex D:**

**GENDER ACTION PLAN FOR ROLL OUT IN LOCAL COUNCIL IN CHONGWE DISTRICT COUNCIL**

<b>STRATEGIC OBJECTIVE</b>	<b>ACTION</b>	<b>WHO</b>	<b>BASELINE</b>	<b>TARGETS/ INDICATORS</b>	<b>WHEN</b>	<b>BUDGET</b>
<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.	Mayors office/ Mayors Office	Chongwe – 4/19 (21%)	50% by 2015	2011	
	Lobby all political parties to adopt and implement the zebra list system and include these provisions in their manifestos.	Mayors office	Men are still in the majority in all political parties especially in the decision making positions	50% by 2015	2011	
	Engage with Traditional Authorities on women’s representation in local politics.	Mayors office, Traditional auth	There have been no such engagements with traditional authorities on gender	Three meetings – introductory, follow up and finalisation	January 2011- January 2015	
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.	Deputy council secretary	Such statistics have not been compiled in the past	Sex disaggregated statistics on women in leadership positions in local government.	Mid November 2010/mid November 2015	
	Request a circular from the Ministry of	Council secretary	No such request been made in the past	This should be made by end November 2009 and	End November	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	Local Government that regulates women being placed in leadership positions	y/		implemented immediately	2010-2015	
	Take measures to ensure equal representation of women in leadership positions in council.	Mayor	All leadership positions in council are currently held by men.	50% of all leadership positions to be held by women by 2015	2011-2015	
	Encourage women to participate by mentoring and coaching them into these roles	Mayor	There are no coaching or mentoring programmes in councils	Three coaching/ mentoring programmes in each council	November 2011 - November 2015	
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.	Council, CDO, ZNWLG, Electoral commission/WLS A	Councils have worked with ZNWLG, NGOCC, WILSA in the past	A meeting in each ward	2011	
	Sensitisation programmes and hold dialogues that address the causes of 'pull her down' syndrome to promote better understanding of this phenomenon	Council, NGO's/other Government Departments	No such dialogues have been held	Three meetings a year (before next elections) with women in communities	2011-2015	
	Work with the Ministry of Education and Local Government to encourage gender balance in their curricula and promote	Council secretary, NGO's	There has been no such engagement in past	Use district development coordinating committee meetings as a platform (quarterly)	2011	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	gender equality in schools.					
<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	Mayor, women cllrs	There is no multi party women's caucus	Multiparty women's caucus established and functioning	2011	
	Improve partnerships with organisations such as the UCLGA and launch a Women's Commission through the LGAZ	LGAZ, women cllrs	<ul style="list-style-type: none"> <li>There is a relationship with the UCLGA.</li> <li>A Women's Commission has not yet been established</li> </ul>	Gender/Women's Commission established	2011	
	Network with other local, national and provincial women's caucuses.	Women's caucus	No networking been done with other women's caucuses in the past	External links established	2011	
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 eg gender, public speaking and assertiveness.	Council secretary	No skills audit has been done in the past	Data on the specific skills of councillors. Establish targets for training needs on outcome of audit	2011	
	Induction programmes for new councillors with follow up refresher courses.	Ministry of LG/Local Authorities	There is a week-long induction programme for all councillors. There are no refresher courses and no specific training on gender	One refresher course in the five year term (in the third year)		
To empower men on gender issues and mobilise their support.	Gender training workshops for male and female councillors and officials.	Council secretary	Prior to the GL training there has been no gender training done in the past (more men than women participated)	On gender training each year with equal numbers of women and men participating	2011	
	Gender dialogues with male Councillors and officials.	Mayors office	No such dialogues with male cllrs have been held in the past	Immediate feedback and dialogue after training	Immediately	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
<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.	Community development/Local Authorities	The data exists but councils have not made use of it	Gender disaggregated data on the community.	2011	
	Encourage men to participate in public meetings and on issues that are traditionally considered to be only of concern to women.	CDO/DPO	There are no statistics on participation in public meetings	<ul style="list-style-type: none"> <li>Sex disaggregated on community meetings</li> <li>More men participate in meetings</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 opportunities and HIV and AIDS	CDO/DPO	Brochures/ pamphlets on HIV and AIDS have been disseminated in the past	Information on land availability, housing and employment opportunities and HIV and AIDS in Tonga, Nyanja and Bemba	Ongoing	
To ensure that women are consulted equally in policy-making processes.	Conduct specialised participation exercises for women, including adult education	Women's commission	Consultative meetings do not happen on a regular basis	2 consultative meetings a year with equal numbers of women and men participating	Immediately	
To mobilise men at local level and ensure that they do not feel threatened by	Conduct workshops with men's groups.	CDO/DPO	No such workshops been conducted with men's groups in the past	One meeting to be called by the ward committee each year	Immediately	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
gender equality.						
<b>Early learning</b>						
To provide affordable child care to free women to participate in the labour force,	Greater coordination between the Council and Ministry of Education in provision of quality early childhood development facilities.	Council secretary, DEBS	Very little coordination is currently in place	Issue raised at quarterly DDCC meeting	2011	
	Lobby for extra funding to revive community centres. Provide day care for children during school holidays.	Deputy Council secretary, Dep Chair/Council Secretary	There are day care centres but there are not enough of them and they are not well funded	Funding received, community centres revived	Ongoing	
	Collect data on the number of children who need educare and the number of households affected. Identify the areas that have the highest need for such programmes	Deputy Council secretary, Dep Chair, Child Fund/Council Secretary	No such data has been collected before	Sex disaggregated data on childcare needs	2011	
	Lobby Ministry of Education to review pre-primary and kindergarten fees to make them more affordable.	Deputy Council secretary, Dep Chair/Council Secretary	The fees are controlled by the Ministry of Education	Reduced fees	2011	
<b>III. GENDER IN EXISTING PROGRAMMES</b>						

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
<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	Council, Director of Works,	In Chongwe no streets are name.	All streets should be named	2011	
	Council to establish a disaster management plan which should include counselling to victims of disasters.	Council, District planning officer/District Commissioner	Councils make use of the national disaster management plan through the District Commissioner	Council disaster management plan	2011	
	Lobby businesses to assist people in need.	Council, Planner/DPO	No such support has been offered at the local level in the past	Approach the following businesses <ul style="list-style-type: none"> <li>• Lafarge cement</li> <li>• Zambeef</li> <li>• Large commercial farmers</li> </ul>	When necessary	
	Enforce building regulations to ensure adequate spacing between buildings.	Works/Director of works/DPO	There are building regulations and policies but they are not being enforced	Strengthened Works department which ensures that regulations are adhered to	In progress	
	Establish community policing posts	Planner, Area clrs, Director of works/DPO, Area Development Committees(ADCs)	There are a number of community policing posts established through the CDF supported by the council	<ul style="list-style-type: none"> <li>• Continued support for community policing posts</li> <li>• 2 posts in wards with high populations</li> <li>• 1 post in wards with lower populations</li> </ul>	Ongoing	
To educate women and to	Awareness	CDO,	No education or training has	One education programme in	Immediate	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
raise awareness, especially of women-headed households in informal settlements, who suffer disproportionately as a result of fires that destroy their homes and livelihoods.	programmes that target women, on the prevention of fires. Train community members on how to prevent disasters and to handle emergencies, including first aid.	Director of works, ADCs, Agriculture Assistants	been done in the past	each ward or two in densely populated areas	ly	
<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.	Council Secretary	<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	Area Cllrs, Council secretary	There is no such vote item	At least one women's project per ward per year	Immediately	
	Lobby Ministry of Commerce and Local Government to sponsor women to attend and participate at international economic exchange programmes.	Mayor/Council Secretary	No such lobbying has been done in the past	Lobbying efforts successful	Immediately	
	Inform women about economic opportunities and the economic empowerment fund	Council Secretary, Area councillor	This information is usually disseminated through pamphlets and meetings	One ward meeting per ward	Immediately	

<b>STRATEGIC OBJECTIVE</b>	<b>ACTION</b>	<b>WHO</b>	<b>BASELINE</b>	<b>TARGETS/ INDICATORS</b>	<b>WHEN</b>	<b>BUDGET</b>
To obtain sex disaggregated data on unemployment levels in local authorities	Conduct surveys, collect data and analyse it in conjunction with NGOs and CSO	CDO/DP O	No such data has been collected in the past	Availability of gender disaggregated data.		
To promote equal representation of women in the tourism industry	Facilitate development and entry of women into the tourism industry eg. Provision of land to women in the industry	District planning officer	Many of the lodges in the Province are owned by women	Maintain the numbers of women participating in the tourism industry	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.	Council Secretary	This 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	30 % of all tenders should be allocated to women	Ongoing	
	Implement and monitor quotas for women for the awarding of council contracts	Council Secretary	More men than women are awarded contracts. There is no point / quota system,	30 % of all tenders should be allocated to women	Ongoing	
	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.	Council Secretary	Women not equally represented on tender committees	30% women on the tender board.	Ongoing	
	Encourage and affirm	Council	No such incentives exist	Point system implemented	2011	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	larger businesses that sub-contract women-owned enterprises.	Secretary				
<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.	District Planner	<ul style="list-style-type: none"> <li>Chongwe has a district poverty reduction strategy</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> </ul>	2011	
	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	CDO	Current income generating projects include gardening, chicken and goat rearing, knitting and tailoring	<ul style="list-style-type: none"> <li>Linking these projects to bigger markets</li> <li>Monitoring and evaluation systems which measure actual impact</li> </ul>	2011	
	Liaise with and support CBOs and NGOs already working with poor households.	CDO, Planning officer	Councils perform a coordinating function in terms of support provided by NGO's and CBO's currently	Council provides space/ land in the community free of charge	2011	
<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.	Council secretary, DPO	<ul style="list-style-type: none"> <li>No exact statistics but it is about 80:20 men to women</li> <li>There has been no concerted effort to link women to value chains</li> </ul>	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.	DBA, District planner, Council Secretary	In Chongwe the DBA is made up of majority men	50% of the DBA should be women	Immediately	
	Encourage public and private business partnerships.	Council Secretary	PPA's are being spoken about but not much has been done in this area	Four partnerships per year	2011	
To empower women entrepreneurs through business skills and support	Facilitate skills development, access to information and finance, and business support for poor women.	DPO, CDO	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	No such support exists for women-headed companies	20 women-headed companies to be formed?	2011	
<b>Informal sector</b>						
To promote equal access to markets.	Link women to growth sectors.	DCS	There are no exact statistics but women predominate in the informal sector	20 new formal businesses to be formed	2011	
	Integrating women with partnerships, mergers etc.	CDO, DPO	Women have not been integrated in partnerships and mergers	20 increase of women in partnerships	<b>2011</b>	
<b>INFRASTRUCTURE</b>						
<b>Housing</b>						
To promote the equal	Collect gender	Dept of	Such data does not exist in the	Gender disaggregated data	2011	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
rights of women to land tenure	disaggregated data on housing.	planning at local council	council	on housing.		
	Adopt a quota system to ensure that women have equal access to land.	Dept of Planning at the local council	There is no policy existing yet	30% is the target increase in the number of women owning land	2011	
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.	Works and Planning Dept	There is land surveying	Knowing the number of plots demarcated and allocated to the women	2011	
	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.	Provincial Physical Planning	According to Town Planning regulation	When the planning has been approved by the provincial physical planner	Jan 2011 – Apr 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.	Administrative Dept	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	Jan 2011 – Apr 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.	Works Dept	<ul style="list-style-type: none"> <li>Boreholes are provided at communal level at a cost of 1.5 million kwacha</li> <li>30 bores have been drilled already</li> </ul>	<ul style="list-style-type: none"> <li>80 new boreholes per year</li> <li>160 new boreholes over two years</li> <li>100 VIP toilets in schools</li> </ul>	Jan 2011 – Dec 2011	
	Council should respond to calls for	Works Dept	There is community sensitisation on the basic services being	The entire community is sensitised in Chongwe	Jan 2011 – Dec	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	information by those who cannot afford services and lobby for subsidies to be provided.		provided by the council		2011	
	Ensure that women are consulted prior to the provision of services.	Works and planning Dept	17 Community meetings were held in the 17 wards and 70% of women were in attendance and 30% men	70% of women and 30% men	Ongoing	
	Align services to the needs of women.	Planning dept	Councils have provided 30 boreholes so far and one demonstration has been done on the construction of a VIP toilet	100% of the target group is women	Ongoing	
	Involve women in the management and maintenance of these services and facilities.	Works Dept	This function is performed by men only			
<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 eg. the management and disposal of waste and in recycling projects.	Administrative Dept	<ul style="list-style-type: none"> <li>Such forums are present</li> <li>There are no recycling projects existing within the council</li> </ul>	<ul style="list-style-type: none"> <li>50% women and 50%men (ie 5 women and 5 men)</li> <li>Quarterly meeting</li> <li>It is measured through minutes.</li> </ul>	Yearly	
	Increase the frequency refuse collection.	Works Dept	Refuse is collected once a week	Once a week	Ongoing	
	Provide and maintain public toilets.	Works Dept	Chongwe has 4 public toilets, 1 is being constructed	<ul style="list-style-type: none"> <li>10 toilets in the district</li> <li>Maintained on a daily basis.</li> </ul>	Jan 2011- Dec 2011	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	Develop a gender sensitive solid waste management policy.	Planning Dept	There is no waste management policy	Waste management policy developed and implemented	2011	
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.	Works Dept	<ul style="list-style-type: none"> <li>Studies and a survey was done</li> <li>The council has started allocating new grave sites and one private grave site was opened about a year ago. So far the community people are happy. The ministry of local govt bought 72 hearses 1 per district to help ease transportation of dead bodies.</li> </ul>		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	<ul style="list-style-type: none"> <li>There is an HIV/AIDS workplace policy</li> <li>There is no gender disaggregated data</li> </ul>	Gender disaggregated data	2011	
	Develop gender aware HIV and AIDS public education and awareness campaign.	Planning Dept	<ul style="list-style-type: none"> <li>There is no such campaign at present</li> <li>There is a HIV/AIDS workplace</li> </ul>	The target is the council populous so that they are aware of HIV and AIDS each department has a representative on the council committee	2011	
	Advocate for and promote the female condom and so that women have free access to them.	Planning Dept	There are plenty female condoms in the main offices toilets and they are distributed freely.	Maintain free access to female condoms at councils offices and in public toilets	Ongoing	
To raise awareness that there is an increased risk of contracting HIV/AIDS	Public awareness campaigns on the links between GBV	Planning Dept	This activity has been centralised at District AIDS Task Force Level on which the council	The target is the whole community. 100% awareness in the community	Nov – Dec	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
as a result of sexual assault.	and HIV/AIDS; the red and white ribbon campaign, coupled with ongoing awareness campaigns.		is part of the committee			
<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.	Planning Dept /CDO	The data that exists is not disaggregated.	Gender disaggregated data on the use of community and sporting facilities.	2011	
	Ensure that every library has a section on women's literature.	Planning dept, DC	There are no libraries currently in the districts in Luangwa it is under construction			
	Design programmes to ensure that women and men benefit equally from local authority facilities, for example promoting women in traditionally male sports, eg. Soccer and boxing.	Planning Dept	Soccer, Netball and Volleyball exists in the council programmes	Specific programmes for women	Weekly	
	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.	Planning Dept	Social activities like football, volleyball and netball exist and are organised over the weekends		Periodically	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET																																
<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.	Legal Comm, Establishment Comm Council	Councils have formulated workplace policies	<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>	2015																																	
	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.	Legal Comm, Establishment Comm, Gender Focal Point, Council	<table border="0"> <tr> <td>F</td> <td>M</td> <td></td> <td></td> </tr> <tr> <td>27%</td> <td>73%</td> <td></td> <td></td> </tr> <tr> <td>Dept</td> <td>F</td> <td>M</td> <td></td> </tr> <tr> <td>Admin</td> <td>0</td> <td>3</td> <td></td> </tr> <tr> <td>Planning</td> <td>1</td> <td>1</td> <td></td> </tr> <tr> <td>Finance</td> <td>1</td> <td>1</td> <td></td> </tr> <tr> <td>Works</td> <td>1</td> <td>3</td> <td></td> </tr> <tr> <td></td> <td>27%</td> <td>73%</td> <td></td> </tr> </table>	F	M			27%	73%			Dept	F	M		Admin	0	3		Planning	1	1		Finance	1	1		Works	1	3			27%	73%		<ul style="list-style-type: none"> <li>Increase number of women employed by the council by 15%</li> <li>Increase number of women managers by 23%</li> </ul>	2015	
F	M																																					
27%	73%																																					
Dept	F	M																																				
Admin	0	3																																				
Planning	1	1																																				
Finance	1	1																																				
Works	1	3																																				
	27%	73%																																				
	Include women's targets as a non negotiable component of senior managers contract.	Dept of Admin	The Administration should put in place a contract	Contract	Immediately																																	
	Align the work place skills Plan to the Affirmative Action plan.		No work has been done in this area	Beginning to work towards developing skills plan	2011																																	
	Obtain buy-in and support of the unions for increased gender equity in the employment profile of	Chief Administrative Officer	Union has not been approached for buy in and support	The number of gender issues the union takes to management	2011																																	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	the council.					
To ensure that the recruitment and selection process offers equal opportunity to women.	All job advertisements should encourage women to apply.	Chief Administrative Officer	Job advertisements do not encourage women to apply	50% of vacancies advertised should encourage women to apply	2011	
	Selection panels should be gender balanced.	Establishment Comm, Management	Selections panels are not gender balanced the make-up is 30% female 70% male	Increase the % of female on the selection panel by 20%	2011	
	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.	Selection Panel	Interviews are not gender sensitive and in some case cases there is intimidation	Introduce gender sensitive questions that do not discriminate or intimidate women and men	2011	
	Develop comprehensive employment equity plans.	Management	There is no employment equity plan	HR/ EE Policy developed and incorporated in the work of the council	2011	
	Apply job preservation policy to meet women's targets.	Management	Currently there are no women targets	50% of council workforce be reserved for female	2015	
	Incorporate gender into structure system policies and processes.	Plans and works Finance Manage	Gender has been incorporated in the land acquisition processes, allocation of market stores, sponsoring of female Officers for trainings	<ul style="list-style-type: none"> <li>Increase of 20% of women acquiring land from 30% to 50%</li> <li>equal allocation of market stores for women</li> </ul>	2015 2012	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
		ment		<ul style="list-style-type: none"> <li>and men</li> <li>Equal number of women and men being sponsored for training each year</li> <li>Gender sensitive structure systems and policies</li> </ul>	2015	
To educate and train women employees, who have previously been disadvantaged, by implementing capacity-building and mentoring programmes so that they may be empowered to perform their job functions and map their intended career paths	Council should have a staff development plan and this should be adequately planned and budgeted for.	Head of Dept, Council Secretary, Establishment Comm Officer	The council does not have a staff development plan	Increase by 20% the number of women employees benefiting under the current staff development budget	2012	
	Undertake a skills/qualification audit and assessment of all municipal employees.	Chief Administrative	A skills audit been done in the past	Results of the skills audit report	2015	
	Devise and implement a range of capacity-building options for employees and cllrs.	Council Secretary	Orientation of Cllrs and in house trainings for officers is done	<ul style="list-style-type: none"> <li>Number of capacity building and in house trainings conducted for cllrs and council staffs in a year</li> <li>Number of cllrs &amp; staffs attending trainings</li> </ul>	2015 2015	
	Mentoring new cllrs and employees.	Council Secretary/Chief Admin Officer	Mentoring of councillors has taken place in a limited way (One councillors has been mentored)	Workshop report Number of conflicts btwn cllrs & officers recorded	2015	
	Provide information to councillors, CBOs and community members.	DPO/Chief Admin/G	Information exist	Number of clients requesting for information as well as those given information	2015	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
		ender FPP				
	Increase the number of learner ships available for girls.	Commu nity 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.	DPO/ 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 support for parents because parenting responsibilities have continue to be the main responsibility of women.	Provide and standardise paternity leave and accompany this with a programme on responsible fatherhood. Possibly consider shared maternity and paternity leave	CAO	Currently there are no provisions for paternity leave	Allow at least 30 days paternity leave should be allowed	2012	
	Meetings times should take the needs of all employees into consideration and not run too late.	Council Secretar y	There is no specific policy guiding meeting times	Council policy on meeting times	2011	
	Provide child care facilities for municipal employees.	CDO	There are play parks ,libraries	Increase the number of childcare facilities and introduce new ones	2015	
	Provide flexible work arrangements for parents.	Chief Admin. Officer	There are flexible work arrangements in council	Flexible work arrangements introduce	2011	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
Address issues of sexual harassment in the council.	Develop and implement a sexual harassment policy (SHP).	Gender FPP	There is no sexual harassment policy in place	Sexual harassment policy developed and implemented in the council	Immediately	
	Workplace education and awareness on the SHP	Gender FPP	There has been no awareness on sexual harassment in the council	Number of awareness trainings conducted, number of participants	Immediately	
<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.	DPO	The current mission and vision statement does not mention gender	Mission and vision statements in the next Strategic Plan should include a gender aspect	2011-2016	
	Consult with both women and men when drawing up plans.	DPO	Consultations with women and men have been held in the past	<ul style="list-style-type: none"> <li>Equal participation by both male &amp; female during consultations</li> <li>Hold at 3 consultative meetings</li> </ul>		
	Councils should administer customer satisfaction surveys that are disaggregated and analysed according to gender.	DPO	There have been no customer satisfaction surveys administered in the past	Customer satisfaction surveys conducted twice within a strategic plan period	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 managers.	Recruit/appoint gender focal point.	Legal & Establishment committee	A gender specialist has not been recruited	Gender FPP appointed.	2011	
	Senior managers must take ultimate responsibility for gender mainstreaming within the	HODs	DPO/CDO is currently responsible for gender in the council	GMS established, vested with authority, strategy, plan and resources.	2011	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	administration.					
	Gender should be a standing item on the agenda of management committee meetings.	CAO	Councils do not have gender as a standing item on the management committee meeting agenda	Incorporate gender on management meetings agendas	2010	
	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.	Chairperson, Gender Focal Point	There is no committee in Council responsible for gender	Gender equality committee established.	2011	
	Gender machinery to prepare their own strategic plans.	GFPP	There is no GMS thus no strategic plan	Strategy and action plan adopted.	2011	
	Establish linkages with gender machinery in other municipalities.	GFPP	Linkages have been established at the Provincial level	GMS Networked	2011	
<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.	DPO GFPP	Sex disaggregated data does not exist	All statistics disaggregated by gender.	2011	
	Gender indicators to be formulated for each department/ programme and HR management.	HOD	There are no gender KPIs in the council score card	Gender KPIs integrated into council score card.	2011	
	Recommend resource allocation (specific budget line) for	FLGP	The action plan has not been costed	Costing of this action plan.	2012	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	initiatives that will promote gender equality, including fighting gender violence and HIV and AIDS).					
	Ensure that departments allocate resources to gender priorities.	DT/GFP P/DPO	Departments do not allocate resources to gender priorities	% of resources allocated for gender priorities	2011	
<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.	GFPP/ HODs	No training of the gender machinery has been done	At least 3 workshops,100 trainees	2012	
	Liaise with service providers to provide training programmes.	GFFP/ DPO	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.	GFFP/ DPO	No training has been done in the past	Number of trainings conducted ,number of trainees	2012	
	Assess impact of training.	DPO/ GFPP	No training has been done in the past	Attitudes towards gender self assessment exams	2012	
	Gender sensitivity, analysis training for both male and female councillors and officers.	DPO/ GFPP	No training has been done in the past	21 cllrs and 30 staffs 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 eg Women's Day, Father's Day,	DPO/ GFFP	Women's day events and activities have been undertaken in the past	<ul style="list-style-type: none"> <li>Number of women participating in the local authority</li> <li>Resources allocated for this day</li> </ul>	Ongoing	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	Sixteen Days campaign.					
	Prepare pamphlets, advertising, posters, logo etc.	DPO/ GFFP	No materials have been developed in the past	Number of adverts and pamphlets	Ongoing	
	Run competitions, sporting activities that challenge stereotypes.	GFFP/ DPO	No such activities been done in the past	Two sporting activities	2011	

**Annex E:**

**GBV Action Plan for roll out in Chongwe District Council**

<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	Carry out an Audit in 17 wards every year	March 2011	K50,000,000
	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/District Social Welfare Officer	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./Should be placed at a safe and private place hidden in the community	April 2011	
	Establish day care centres for the elderly to ensure their safety.	Community development Officer/Director of works/Social Welfare Officer	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/World Vision and Child Fund	council has embarked on programmes to economically empower women/Community Development and Ministry of Gender	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	Establish multi-sector coordinating structures	CDO/GFP/VSU and Judiciary	There is a Gender and HIV/AIDS Sub-Committee	I capacity building Programme for Existing	March 2011	K10,000,000

<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 a coordinated manner	to tackle gender violence.		of the DDCC which is currently inactive	Gender and HIV/AIDS Sub-Committee members		
	Strengthen relations with local police stations and ensure that cases of GBV are efficiently and effectively addressed.	CAO/Police and Judiciary	Weak relations with the various stakeholders and Lack of information from the community and various stake holders	4 meetings with the District Police Officer in Charge and other stakeholders handling GBV issues/VSU  Improved participation by all stakeholders	Quarterly in 2011 (ongoing)	K1,000,000
<b>Budget allocation</b>						
To ensure that Councils commit budget and resources to addressing GBV	Allocate budget and resources to addressing GBV	Gender Focal Point  DT/NGOs	There is currently no budget allocation for addressing GBV	At least K10,000,000 of the council Budget allocated to GBV/Councill, Social Welfare and Community Development	Quarterly in 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.	Gender Focal Point/ DPO/VSU	There are no specific targets in the district development plans	District Development Plans with targets and indicators developed/NGOs Strategic plans	2011	K30,000,000
<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/VSU, YWCA and Works Department	No such data exists	<ul style="list-style-type: none"> <li>6 gender safety audits</li> <li>Sex disaggregated data</li> </ul>	2011	
	Conduct a gender safety audit and convene an annual	Planning Dept Community Development	No such audit has been done	<ul style="list-style-type: none"> <li>6 gender safety audits</li> <li>Results of audit</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>
	Women's Safety Assessment Focus Group.			<ul style="list-style-type: none"> <li>6 Women's Safety Assessment focus group convened</li> </ul>		
	Work with communities to ensure that all public spaces such as parks, cemeteries, and all neighbourhoods are safe with adequate street lighting.	Works Dept	<ul style="list-style-type: none"> <li>No street lights in Chongwe</li> </ul>	<ul style="list-style-type: none"> <li>20 % improvement in street lighting in Chongwe</li> <li>10 % decrease in sexual assault in public places</li> <li>Police statistics</li> </ul>	2011	
	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 no plan	<ul style="list-style-type: none"> <li>Implementation of the light master plan</li> </ul>	2011	
	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>0% of streets are named in Chongwe</li> </ul>	<ul style="list-style-type: none"> <li>40% streets to be named in Chongwe</li> </ul>	2012	
	Conduct safety awareness programmes and establish a watch-dog community including	Planning Dept/Works Dept	No such forums	<ul style="list-style-type: none"> <li>17 safety forums established and functioning</li> <li>17 safety awareness programmes conducted</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>
	all community based structures e.g. community policing forums, etc.					
	Involve street hawkers in crime watchdog projects.	Finance and Planning Dept/Police	No they are not involved	<ul style="list-style-type: none"> <li>50% of the street hawkers are involved in crime watchdog projects</li> <li>Statistics of crime being reported at the police</li> </ul>	On going	
<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	CAO/CDO/DT/ DSWO/VSU	Currently there are no programmes on GBV within the council	Adopt, implement and budget for the GBV action plan	ongoing	
	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		The council has not participated or promoted any n any awareness campaigns in the past	Organise and participate in at least one activity during the 16 Days of Activism	25 Nov – 10 Dec 2010	
	Mount high profile campaigns to reclaim areas that have become unsafe for e.g. Take Back the Night campaign to sustain the momentum.		The council has not participated in the Take Back the Night campaign in the past	Organise a cyber dialogues and community outreach events during the 16 Days of Activism	25 Nov – 10 Dec 2010	
	Promote involvement of men and boys in ending gender violence.		Men and boys have not been targeted in campaigns to end GBV	Put up posters and speak to men and boys at bars, schools and churches	On going	
	Monitor and evaluate		Awareness campaigns have	M and E tools developed to	On going	

<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>
	impact of all public awareness campaigns		not been monitored and evaluated	monitor and evaluate the impact of campaigns		
<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/Traditional Leaders	There are no best practices at the local levels and they have not been documented	At least two best practices per district should be collected and documented for submission at the GJ and LG Summit	November 2010 – February 2011	
<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/Police	There are police posts in councils who have provided them support by providing land and building and refurbishments	1 training workshop for community police posts on gender and GBV.	Jan – March 2011	
	Work with the police and communities in ensuring that cases of gender violence are reported and addressed.	Dept of planning/CDO/ Citizen arrest/Traditional Leaders/YWCA	There are no statistics on GBV in the council	1 Workshop/Sensitizing the com about citizen arrest.	On going	
	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/Traditional Leaders, SW and YWCA	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>	On going	
	Strengthen and support shelters and places of safety for survivors of gender based violence in liaison with NGOs.	Dept of Admin/Planning/Social Welfare/Sch. liaisons	There are no places of safety and after care 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	Jan – March 2011	

**FLAGSHIP PROJECT - ENDING GENDER BASED VIOLENCE**

<b>STRATEGIC OBJECTIVE</b>	<b>ACTION</b>	<b>WHO</b>	<b>BASELINE</b>	<b>TARGETS/ INDICATORS</b>	<b>WHEN</b>	<b>BUDGET</b>
	Facilitate the enhanced and co-ordinated provision of post-traumatic services and facilities by all stakeholders					

**Annex F:**

**Chongwe District Council 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>	<ul style="list-style-type: none"> <li>• GBV is a bad practice</li> <li>• GBV is a crime</li> <li>• Women should be treated equally</li> <li>• Real men don't abuse women</li> </ul>	<ul style="list-style-type: none"> <li>• Zero tolerance for GBV</li> <li>• Abash GBV</li> <li>• GBV is a crime</li> <li>• Respect women and Girls</li> </ul>	<ul style="list-style-type: none"> <li>• Posters in schools, Bars, Churches</li> <li>• Drama</li> <li>• T-shirts</li> <li>• Meetings</li> <li>• Community media</li> <li>• Songs</li> <li>• Billboards</li> <li>• banners</li> </ul>
<b>Abused women or men</b>	<ul style="list-style-type: none"> <li>• GBV is a crime and should be reported to the police</li> <li>• Issues of GBV should be spoken about in the home and community</li> <li>• Support survivors of GBV in the community</li> <li>• Women should know and understand their rights.</li> </ul>	<ul style="list-style-type: none"> <li>• Away with injustice against women and girls</li> <li>• Speak out against GBV</li> <li>• Women and girls are not slaves</li> <li>• Development and peace are for both of us</li> </ul>	<ul style="list-style-type: none"> <li>• Women's club</li> <li>• Community meetings</li> <li>• Posters in markets, clinics, bars, schools, churches</li> <li>• T-shirts</li> <li>• Media</li> <li>• Banners</li> <li>• Billboard</li> </ul>
<b>Abused child</b>	Report all cases to the Police Tell somebody GBV is a crime report	Abash child abuse Men and women stand up against the vice	Media Drama Print outs
<b>Mother, father, guardian</b>	<ul style="list-style-type: none"> <li>• All forms of GBV</li> <li>• Difference between gender and sex</li> <li>• Benefits of taking the cause</li> <li>• Support the service providers</li> </ul>	Together against GBV	<ul style="list-style-type: none"> <li>• Sensitization</li> <li>• Counselling</li> <li>• Media</li> <li>• PICs</li> </ul>
<b>Parenting</b>	Positive Parenting	Build the future without GBV	
<b>COMMUNITY</b>	Need to mobilize communities to		

<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>
	create safe		
<b>Schools</b>	<ul style="list-style-type: none"> <li>• GBV is bad</li> <li>• GBV is a crime</li> <li>• GBV hinders education</li> <li>• Teachers who abuse should be prosecuted</li> <li>• Schools should be safe learning environments</li> </ul>	<ul style="list-style-type: none"> <li>• GBV impedes our future</li> <li>• Bribes encourage GBV-stop them</li> </ul>	
<b>Religion</b>	<ul style="list-style-type: none"> <li>• Spread the word</li> <li>• GBV is a sin</li> <li>• GBV is in contrast with Christian values</li> <li>• GBV retards spiritual growth</li> </ul>	<ul style="list-style-type: none"> <li>• Christians unite against GBV</li> <li>• GBV is beastly</li> </ul>	<ul style="list-style-type: none"> <li>• Church meetings</li> <li>• During services and prayers</li> </ul>
<b>SOCIETY</b>			
<b>Political Leadership</b>	<ul style="list-style-type: none"> <li>• Leadership should be involved in stopping GBV</li> <li>• There is no meaningful development when there is GBV</li> <li>• Leaders have an obligation to prevent GBV</li> </ul>	<ul style="list-style-type: none"> <li>• Good leadership equals no GBV</li> <li>• Leadership denounces GBV</li> <li>• Stop violence against women</li> </ul>	<ul style="list-style-type: none"> <li>• Community meeting events</li> <li>• Council meetings</li> <li>• Traditional ceremonies</li> </ul>
<b>Criminal justice system</b>	Implement laws to end GBV		

## Annex G:

### EVALUATION FORM

Date: 6-8 October 2010  
Venue: Chongwe Council Chambers

#### 15 evaluations received

	<u>EXCELLENT</u>	<u>GOOD</u>	<u>FAIR</u>	<u>POOR</u>	<u>VERY POOR</u>
<b>1. PROGRAMME DESIGN</b>	<b>8</b>	<b>7</b>			
<b>2. PROGRAMME CONTENT</b>	<b>9</b>	<b>6</b>			
<b>3. DOCUMENTATION</b>	<b>3</b>	<b>12</b>			
<b>4. FACILITATION</b>	<b>13</b>	<b>2</b>			
<b>5. GROUP WORK</b>	<b>6</b>	<b>7</b>	<b>2</b>		
<b>6. OUTPUTS</b>	<b>3</b>	<b>9</b>	<b>2</b>		
<b>7. OUTCOMES AND FOLLOW UP PLANS</b>	<b>5</b>	<b>7</b>	<b>3</b>		
<b>8. LEARNING OPPORTUNITY</b>	<b>9</b>	<b>6</b>			
<b>9. NETWORKING OPPORTUNITY</b>	<b>6</b>	<b>8</b>	<b>1</b>		
<b>10. ADMINISTRATIVE ARRANGEMENTS</b>	<b>7</b>	<b>6</b>	<b>2</b>		

#### COMMENTS

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

- Gender planning – priority setting on women was properly understood
- Governance and gender issues because it enabled me identify how gender issues are not brought on board when making critical decisions
- Gender concepts – because I thought i knew the meaning of gender but I did after learning, I will share the knowledge to other people
- The governance part, Gender violence – because it has really helped us to know more about gender violence and governance
- GBV very educative and relevant
- GBV – because it has been more educative more especially that I did not know
- The coordination between governance, gender and development
- On the types of violence and how they affect people
- Topic on GBV because it brought out real issues happening in the communities

- Email address topic, because I have known how to use a computer
- Gender and governance – Because if you have access and you participate then you will have transformation
- The 16 days of life – 365 days campaign
- GBV – have learnt things which may assist me when handling cases pertaining to GBV
- Gender mainstreaming – it can help encourage women participation in many issues
- The works between and the duties of the man and women in details, men thinks women are bought to work for them at home and are lazy to help out
- The session on GBV – this because it one issue that is rampant in society

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

- All sessions were useful and informative
- Gender planning concepts – there are so many people who do not know planning and little is done about it.
- Every sessions was very much useful
- None x 3
- Email because others do not know how to use it
- Gender and governance
- All the sessions were useful
- Governance it is difficult for me to understand
- Every session was very useful to us
- The differences between sex and gender, this is because most people are aware of the differences

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

- Coming from an establishment which deals with governance issues, it will be more important now to mainstream gender into all institutional programmes
- By educating my fellow workers, my family and friends
- We need to go and teach others/ communities to know all that we have learnt
- Interaction with others through the electorate
- By communicating with victims of GBV and any other gender link
- My office is so much in gender issues and this programme has taught me a lot that will definitely benefit the community
- I will go to the clubs area associations groups to teach them and they will go into the clubs at community level

- Everything learnt will be applied
- By educating others on what i have learnt from this workshop
- Firstly I will group the women and men then I will let them know what gender is in the community
- By sensitizing the communities
- Integrate it in daily operations at place of work as well as at home
- By disseminating this information to relevant members of society starting with my family

#### **4. Any other comments**

- We could be grateful if Gender Links directly works with our establishment to continually implement gender programmes in the parliamentary constituency
- Choose traditional leaders who are educated so that gender programmes can reach the most involved ones men/boys, women/girls at villages and churches
- Generally the workshop went on very well
- No much comments, we are very much happy to have this kind of information
- No comment all was well
- The workshop was too short because we need to help the people really at the lower community level there are more affected
- Carry out as many such workshops as possible so as to reach many
- Allocate more time next time
- Such workshops should be held regularly