

# REPORT

## CENTRES OF EXCELLENCE STAGE THREE WORKSHOP

Country: Zambia  
Council: Monze District Council

Dates: 2-4 March 2011  
Venue: Monze Council Committee Room



Figure 1: Participants at the Monze council GAP workshop



LGAZ



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## **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 02 - 04 March 2011 at the Monze Council Committee at Monze 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 District Planning Officer on behalf of the Council Secretary who was also present in the workshop (CEO) for Monze – Mr Mazuba Kalyabantu, 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 encouraged participants to embrace gender issues to make positive strides. We need to be proactive in championing issues of gender. 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**

- Unfriendly environment for women
- Women are child bearers - pregnancy, breast feeding
- Women are jealousy and like competing against each other
- Lack of education
- Lack of exposure
- Inferiority complex in women
- Fear of traditional and cultural norms and beliefs
- Men will always be superior no matter how much we try as women
- Women are not born leaders
- Fear of the unknown
- Women are regarded as sex objects
- Women are scared of taking risks

The discussions from this exercise brought out some of the critical negative sentiments that discourage women from participating into active politics and also taking up decision making positions even at community level.

### **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>
Tolerance Visionary Goal oriented More objective honesty faithfulness Knowledgeable Efficient Problem solver realistic Accountability	Active involvement Being available Being responsive Being able to mobilise and organise Being cooperative Being supportive	Not being honest Lack of respect of the electorate Laziness Pompousness pride Resistance to change Bad language Lack of financial resources Having no vision ignorance High 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 Monze 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 Monze 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**

- Monze 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 DPO 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**  
**Monze District Council**  
**Venue: Monze Council Committee Room**  
**Dates: 2-4 March 2011**

<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	Monze Council - DPO
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: Monze Council Committee Room**  
**Date: 2-4 March 2011**

<b>NAME</b>	<b>Sex M/F</b>	<b>ORGANISATION</b>	<b>DESIGNATION</b>	<b>PHONE</b>	<b>FAX</b>	<b>E MAIL</b>
Mazuba kalyabantu	M	MDC	Dep Planner	0977712060		kalyabantum@yahoo.com
C.Lungwaya	F	MDC	ZULAWU Chir Supervisor	0977300805		
A.S Mapolisa	M	MDC	ZULAWU secretary	0977675230		
Anold Ngoma	M	MDC	ZULAWU Chirperson	0977484824		
Chizela Moonga	M	MDC	RWSSO	0979387669		mchizela@yahoo.com
Inonge Dambe	F	MDC	Auditor	0977500636		inodambe@yahoo.com
Grayson C Lumbaya	M	MDC	Councillor	0977330080		
Giston Chizyuka	M	MDC	Councillor	0979512712		
Edward Muleya	M	MDC	Councillor			
Yandila Maddess	F	MDC	Ass HRO	0977888927		yadilamadess@yahoo.com
Rosemary Mudala	F	MATANTALA	Co-ordinator	0977799229		rmudaala@yahoo.com
Michelo E.M moonga	F	Com- Develoment	A.C.D.O	0979662598		

NAME	Sex M/F	ORGANISATION	DESIGNATION	PHONE	FAX	E MAIL
Jothama Mbulo	M	MDC	Councillor	0978136663		
T Mwanakalanga	M	MDC	Councillor	0979955100		
G Munkombwe	M	MDC	Councillor	0979528681		
L.H Hamalengwe	M	MDC	Councillor	0979868585		hamalengwe@yahoo.com
Hichibala N	M	MDC	Councillor	0978247779		
Austin C Mutinta	M	MDC	Councillor	0978161319		
Enock Victor Ngandu	M	MDC	Councillor	0973105339		
Peerson Cheembo	M	MDC	Councillor	0977428793		
Timoth Moonga	M	MDC	Councillor	0979610688		
Barnabas Chiiya	M	MDC	Councillor	0977488139		
L.M hamanjila	M	MDC	Chief Rep	0976822406		
Edwin Mungisi	M	MDC	Councillor	0975478168		
Andrew Malambo	M	MDC	councillor	0977150139		

**Attendance statistics by gender:**

<b>Females</b>	9	42%
<b>Males</b>	12	58%
<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: Monze District Council**

<b>Date</b>	4 March 2011
<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? 7 participants answered correctly and 12 had incorrect answers</li><li>2. Has your country signed the protocol? 19 participants answered correctly</li><li>3. Which three countries have not yet signed the protocol? 2 participants answered correctly and 17 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? 11 participants answered correctly and 8 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 enjoyed doing the exercise, most of them were reminded of the old school days. It was quite interesting and provocative.</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. Holding governmental accountable on the popularization the SADC protocol at village, community and national level</li> <li>2. Urgent implementation the targets of the protocol before 2015</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>- Land opportunities for women.</li> <li>- Governance, a national gender policies has since been 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 50/50 enrolment policy at grade one and promotion of female teachers in strategic positions and staff development for teachers. Also the revision of some of the education policies to include community schools so as to give opportunities to girl children. Basic education policy on 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 and communities 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>- Education</li> <li>- Health</li> <li>- Governance</li> <li>- Constitutional and legal rights</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>- Improve on policy formulation</li> <li>- Funding of critical activities</li> <li>- Implementation</li> </ul> </li> <li>4. How can you begin to popularise the SADC protocols <ul style="list-style-type: none"> <li>- Embark on serious community sensitizations in all the structures and including the traditional leadership</li> </ul> </li> </ol>

<b>Follow-up meeting / Next steps?</b>	Will have follow up meetings during the stage six of the COE process for Monze 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 MONZE 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.	Dept of Admin	Monze – 27 male cllrs - 0 female cllrs	20 % increase of women’s representation by 2011 Council to lobby chiefs for 2 female chief reps.	2011	
	Lobby all political parties to adopt and implement the zebra list system and include these provisions in their manifestos.	Dept of Admin	Men are still in the majority in all political parties especially in the decision making positions	50 % increase of women representation by 2011	2011	
	Engage with Traditional Authorities on women’s representation in local politics.	Dept of planning /Admin	No such engagement has taken place with traditional authorities	Local communities 2 Meetings	2011	
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 Data is available but not disaggregated	Sex disaggregated statistics on women in leadership positions in local government. Data should be updated.	2011	
	Request a circular from the Ministry of Local Government that regulates women being	Dept Of Admin	The circular is in place from the ministry and it is being implemented.	To ensure that there is 50% representation in all committees	2014	



STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	placed in leadership positions					
	Take measures to ensure equal representation of women in leadership positions in council.	Dept of Planning /Admin	90% of the leadership positions in all the councils are currently held by men.	50% of all leadership positions to be held by women.	2012	
	Encourage women to participate by mentoring and coaching them into these roles	Dept of Planning /Admin	A mentoring and coaching programme was initiated in councils but it has not been very effective and should be availed procedural documents	Two coaching/ mentoring programmes in each council per year	As when 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	No such awareness has been done	<ul style="list-style-type: none"> <li>• 2 meetings a year in Local community</li> <li>• All the communities in the districts</li> </ul>	2011	
	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	No such dialogues have been held	3 meetings a year with women in communities	2012	
<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 Admin/ Male cllrs	There is no multi party women's caucus as there are no female cllrs in Monze district	1 multiparty women's caucus established composed of all political parties in the district	2011	
	Improve partnerships with organisations such as the LGAZ and launch	Dept of Planning /LGAZ/M	<ul style="list-style-type: none"> <li>• There is a relationship with the LGAZ.</li> <li>• A Women's Commission has</li> </ul>	1 women's Commission established in Monze district	2011	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	a Women's Commission through the LGAZ	atantha/ CD	not yet been established			
	Network with other local, national and provincial women's caucuses.	Dept of Admin/ Women's caucus	No networking has been done with other women's caucus	External links established	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.	Dept of Planning	No skills audit has been done before.	<ul style="list-style-type: none"> <li>Data on the specific skills of councillors.</li> <li>Establish targets for training needs on outcome of audit</li> </ul>	2011	
	Induction programmes for new councillors with follow up refresher courses.	Dept of Admin/Planning	<ul style="list-style-type: none"> <li>There is a week-long councillor's orientation workshop.</li> <li>There are no refresher courses and no specific training on gender</li> </ul>	<ul style="list-style-type: none"> <li>All cllrs elected should undergo orientation</li> <li>Once a year</li> </ul>	2011	
To empower men on gender issues and mobilise their support.	Gender training workshops for male and female councillors and officials.	Dept of Admin/Planning	1 gender training has been done so far	<ul style="list-style-type: none"> <li>Quarterly trainings in a year</li> <li>50% men and women in attendance</li> </ul>	ongoing	
	Gender dialogues with male Councillors and officials.	Dept of Admin/Planning	No such dialogue has been held	<ul style="list-style-type: none"> <li>One gender dialogue</li> <li>feedback after every dialogue</li> <li>one training on gender dialogue a year</li> </ul>	ongoing	
<b>Community mobilisation</b>						
To ensure that women and men participate equally in community matters and	Collect, disaggregate and analyse data on communities.	Dept of planning	Data on election of ADCs, RDCs and Market committees exists and disaggregated	Gender disaggregated data on the community.	Already	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET				
that policy making is informed by accurate data.	Encourage men to participate in public meetings and on issues that are traditionally considered to be only of concern to women.	Dept of CDO	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>	2012					
	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 Admin	Information on employment, debtor and creditors exists in English	<ul style="list-style-type: none"> <li>The local community in the Monze</li> <li>Information on 30% land availability for women, housing and employment opportunities and HIV and AIDS in Tonga</li> </ul>	2011					
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 is no information on consultative meetings	2 consultative meetings a year with equal numbers of women and men participating	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 Admin/planning/finance	No such workshops been conducted with men's groups in the past	One meeting to be called by the ward committee each year	2011					
<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,	<table border="0"> <tr> <td>Named</td> <td>Not named</td> </tr> <tr> <td>Monze</td> <td>17            8</td> </tr> </table>	Named	Not named	Monze	17            8	All streets should be named in the district	2015	
	Named	Not named								
Monze	17            8									
Council to establish a disaster management plan which should include counselling to	Dept of Planning /finance /Admin	There is a district disaster management for the entire district headed by the DC	District disaster management plan	2011						

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	victims of disasters.					
	Lobby businesses to assist people in need.	Dept of Admin/Finance/Planning	Yes support has been rendered by the business community in the past	To lobby the following associations: <ul style="list-style-type: none"> <li>• Lion's Club</li> <li>• District business association</li> <li>• Churches</li> <li>• Monze Diocese Development Office</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 Ongoing	
	Establish community police posts	Dept of works/Planning/Admin	There are a number of community police posts established	<ul style="list-style-type: none"> <li>• Continued support for community police 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 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/Planning	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 government.</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	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
by high levels of unemployment	local government.		<ul style="list-style-type: none"> <li>Men are still in the majority in council employment</li> <li>2 females in SM</li> <li>102 staff</li> <li>12 MM</li> </ul>	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 such vote item e.g there is a budget for international women's day and CDF 55m allocated for women's club	<ul style="list-style-type: none"> <li>Specific amount of CDF and other council money allocated for women</li> <li>Women with special needs</li> <li>At least two women's project per ward per year in all the districts</li> </ul>	Already exists	
	Lobby Ministry of Commerce and Local Government to sponsor women to attend and participate at international economic exchange programmes.	Dept of Admin	This has been done	Lobbying efforts successful	Already exist	
	Inform women about economic opportunities and the economic empowerment fund	Dept of Admin/planning	This information is usually disseminated through posters, radio and meetings	One ward meeting per ward	Already exists	
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	<ul style="list-style-type: none"> <li>Collect disaggregated</li> <li>Availability of gender disaggregated data.</li> </ul>	2011	
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	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	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
<b>Procurement</b>						
To ensure that women benefit equally from the procurement process which they have historically been excluded from.	Facilitate increased involvement of women contractors by raising their awareness and providing them support and training on tender procedures.	Dept of Admin	The procurement tender procedures information is there. But it has not been affectively addressed in the past but it is now going to be an item of the agenda of the district tender committee	50 % of all tenders should be allocated to women	2011	
	Implement and monitor quotas for women for the awarding of council contracts	Dept of Admin	More men than women are awarded contracts. There is no point / quota system,	Deliberate 20 % non negotiable award to be put in place for women bidding and 80% to all bidders (men and women)	2011	
	Lobby local government for procurement committee regulations should be changed to ensure that 50% of those sitting on the tender board that awards contracts are women.	Dept of Admin	Women not equally represented on tender committees	50% women on the tender board.	2012	
	Encourage and affirm larger businesses that sub-contract women-owned enterprises.	Dept of Admin	No such incentives exist	Point system develop and implemented Information dissemination	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	Interpret the poverty reduction strategy to ensure that it makes explicit mention of women and female-headed households.	Dept of planning /Admin	<ul style="list-style-type: none"> <li>District poverty reduction strategy in place but in DC's office</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</li> </ul>	2011	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
Finance				20%		
	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 Admin/P lanning	Current income generating projects include Trainings on treadle pumps Youth clubs with 50% women representation Women in tourism Women in fishing at a small scale Women in direct trade	<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> <li>Monitoring and evaluation systems which measure actual impact</li> </ul>	ongoing	
	Liaise with and support CBOs and NGOs already working with poor households.	Dept of Admin/P lanning	DC and not Council perform a coordinating function in terms of support provided by NGO's and CBO's eg CDF, Lion's Club	<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/P lanning/ finance	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/P lanning/ finance	30% women involved in DBA in all Districts	50% of the DBA should be women	2011	
	Encourage public and	Dept of	PPA's does not exist in the	Need to establish the PPA	2011	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	private business partnerships.	Admin/Planning	district	Four partnerships per year		
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 by the council but by Mathanthala, Community development and the Monze youth Project	30% 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.	Dept of Admin/Planning	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/Planning	There are no exact statistics but women predominate in the informal sector	20% of women in the informal sector to register business There is need for data	ongoing	
	Integrating women with partnerships, mergers etc.	Dept of Admin/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	About 50% of Such data exist in the council	Gender disaggregated data on housing.	2011	
	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	Already exists	
To ensure that women's needs are taken into account because they are	Incorporate the needs of women into the residential design.	PWDSS Committee	There is land surveying	50% target increase of plots demarcated and allocated to the women	Already exists	



STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
mostly affected by inadequate housing.	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 /works	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/Planning	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 Need to localise the existing policies	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 cost of 1.5 million kwacha</li> <li>1500 bores have been drilled already in Monze</li> <li>VIP toilets</li> </ul>	<ul style="list-style-type: none"> <li>Target was every household and 12000</li> <li>1000 toilets per year</li> </ul>	In progress	
	Council should respond to calls for information by those who cannot afford services and lobby for subsidies to be provided.	Dept of Works	Community sensitisation has been done on the basic services being provided by the council	The lobbying has been done Dissemination of information has been done	ongoing	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	Ensure that women are consulted prior to the provision of services.	Dept of Works/Planning	20 Community meetings were held in the 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.	Dept of Planning	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.	Dept of Works	This function is performed by men APMs but the Latrine builders are 6 women and more men	Involve women in performing the tasks in APM Increase the number of women in the latrine building	Ongoing	
<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.	Dept of Planning /Admin/ works	<ul style="list-style-type: none"> <li>Such forums are present on solid waste management</li> <li>There are no recycling projects existing within the council</li> <li>In the villages they are plenty recycling</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	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	Increase the frequency refuse collection.	Dept of Works	Refuse is collected is collected daily	Daily	Ongoing	
	Develop a gender sensitive solid waste management policy.	Dept of Planning	There is no waste management policy but there is a joint monitoring team represented by all stakeholders in the District headed by Paramount chief Monze	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.	Dept of Works	<ul style="list-style-type: none"> <li>Survey was done</li> <li>The council has 1 hearse to help ease the transportation of dead bodies.</li> </ul>	Women to be consulted	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	Immediately	
	Develop gender aware HIV and AIDS public education and awareness campaign.	Dept of Planning /Admin	<ul style="list-style-type: none"> <li>There is no such campaign at present</li> <li>There is a HIV/AIDS workplace</li> <li>Participated in the world AIDS day and a manager responsible for that</li> </ul>	The structure is there but there is need to develop an activity plan and workplace policy and networking with stakeholders	Ongoing	
	Advocate for and promote the female condom and so that women have free access to them.	Dept of Planning	There are no female condoms in the district.	Maintain free access to female condoms at councils offices and in public toilets	Ongoing	
To raise awareness that there is an increased risk	Public awareness campaigns on the links	Dept of Planning	This activity has been centralised at District AIDS Task	The target is the whole community. 100% awareness	Nov - Dec	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
of contracting HIV/AIDS as a result of sexual assault.	between GBV and HIV/AIDS; the red and white ribbon campaign, coupled with ongoing awareness campaigns.	/Admin	Force Level on which the council is part of the committee	in the community		
<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	The data that exists is not disaggregated.	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	There are no library currently in the district	Lobby for developing a Library	Immediately	
	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.	Dept of Planning	Soccer, Netball and Volleyball exists in the council programmes. The female referee recognised by FIFA errant heels from Monze	Specific programmes for women	ongoing	
	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 football, volleyball and netball exist and are organised over the weekends	Organise more of such activities	Periodically	
<b>IV. EMPLOYMENT PRACTICES AND ENVIRONMENT</b>						
To increase the	Adopt the SADC target	Dept of	Yes steps are being taken at the	• Performance plans	2015	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET									
representation of women employed in the council.	of 50% women in all areas of leadership and employment by 2015. Explicitly prioritise gender equity in performance plans.	Admin	moment to address gender equity in the employment practices	<ul style="list-style-type: none"> <li>explicitly mention gender equity</li> <li>50% women in all areas of employment by 2015</li> </ul>											
	Address gender imbalances in departments – increase number of women employed overall as well as increase the number of women in senior and management positions and address the departments where the greatest imbalances exist.	Dept of Admin/G FP	<table border="1"> <tr> <td></td> <td>F</td> <td>M</td> </tr> <tr> <td>Gen Moz</td> <td>20%</td> <td>80%</td> </tr> <tr> <td>Mgt</td> <td>55%</td> <td>45%</td> </tr> </table>		F	M	Gen Moz	20%	80%	Mgt	55%	45%	<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> Increased number of women in decision making positions by 50%	2013	
		F	M												
	Gen Moz	20%	80%												
Mgt	55%	45%													
Include women’s targets as a non negotiable component of senior managers contract.	Dept of Admin	There are no such provisions in the contracts of senior mgt	Using statutory instrument 115 of the laws of Zambia Human resource policy	Already exists											
Obtain buy-in and support of the unions for increased gender equity in the employment profile of the council.	Dept of Admin	The engagement with the Union has been there	<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> </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	Job advertisements do not encourage women to apply	100% of vacancies advertised should encourage women to apply	2011										
	Selection panels should be gender balanced.	Dept of Admin	Selections panels are provided for by the law	<ul style="list-style-type: none"> <li>Use provision of co-opting in the law to</li> </ul>	Already exists										

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
				<p>have 50% increase of female on the selection panel</p> <ul style="list-style-type: none"> <li>Minutes of the meetings</li> </ul>		
	<p>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.</p>	Dept of Admin	The current selection practices are gender sensitive	100% of the questions should not discriminate both women and men	2011	
	Develop comprehensive employment equity plans.	Dept of Admin	There is employment equity plan	HR/ EE Policy developed and incorporated in the work of the council	Already exists	
	Apply job preservation policy to meet women's targets.	Dept of Admin	Currently there are women targets	50% of council workforce be reserved for female	2015	
	Incorporate gender into structure system policies and processes.	Dept of Planning /works/Finance	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 and men</li> <li>Equal number of women and men being sponsored for training each year</li> <li>Gender sensitive</li> </ul>	Already exists	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
				structure systems and policies		
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.	Dept of Admin	The council does have a staff development plan	Increase by 20% the number of women employees benefiting under the current staff development budget	Already exists	
	Undertake a skills/ qualification audit and assessment of all municipal employees.	Dept of Admin	A skills audit been done in the past	Results of the skills audit report	Already exists	
	Devise and implement a range of capacity-building options for employees and cllrs.	Dept of Admin	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>	Already exists	
	Mentoring new cllrs and employees.	Dept of Admin	Mentoring of councillors has taken place in a limited way (One councillors has been mentored)	Workshop report Number of conflicts btwn cllrs & officers recorded	Already exists	
	Provide information to councillors, CBOs and community members.	Dept of planning /Finance /Admin/ GFP	Information exists and disseminated but not very adequate	Number of clients requesting for information as well as those given information	Already exists	
	Increase the number of learner ships available for girls.	Dept of Planning /Gender FPP	There is data but very scanty	Data on learnerships available for girls	2011	
	Identify skills needs among communities and skills gaps in key economic sectors.	Dept of Planning	No needs assessments have been taken only through CDF application forms and CEEC	Number of needs assessments undertaken in communities	2011	
	Develop targeted skills	Dept of	There are skills development	Increase number of skills	2012	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	development programmes.	planning /CDO	programmes designed and undertaken	development programmes designed and implemented		
<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	Dept of Admin	Currently there are is provisions for paternity leave	Adopted 5 days paternity leave	Already exists	
	Meetings times should take the needs of all employees into consideration and not run too late.	Dept of Admin	A guideline was developed in most of the districts to guide on meeting times	Adherence to the guidelines	Already exists	
	Provide child care facilities for municipal employees.	Dept of Admin	There are no day care facilities for council employees	Establish one day care centre per district	In progress	
	Provide flexible work arrangements for parents.	Dept of Admin	Currently there are no flexible work arrangements for parents	Flexible work arrangements introduced	2011	
Address issues of sexual harassment in the council.	Develop and implement a sexual harassment policy (SHP).	Dept of Admin/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	Dept of Admin	There has been no awareness on sexual harassment in the council	Number of awareness trainings conducted, Number of participants	2011	
<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 current mission and vision statement does is yet to be approved by the council	Mission and vision statements in the next Strategic Plan should include a gender aspect	2011-2016	



STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	Consult with both women and men when drawing up plans.	Dept of Planning /Admin	Consultations with women and men have been held in the past not very active	<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>	2011	
	Councils should administer customer satisfaction surveys that are disaggregated and analysed according to gender.	Dept of Planning	There have been no customer satisfaction surveys been administered in the past	Customer satisfaction surveys conducted twice within a strategic plan period Consultations have been done already	2011	
<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.	Dept of Admin	A gender specialist has not been recruited but appointed deputy planner	Gender FPP appointed.	Already appointed	
	Senior managers must take ultimate responsibility for gender mainstreaming within the administration.	Dept of Admin	DPO/ is currently responsible for gender in the council	GMS established, vested with authority, strategy, plan and resources.	2011	
	Gender should be a standing item on the agenda of management committee meetings.	Dept of Admin	Councils do not have gender as a standing item on the management committee meeting agenda	Incorporate gender on management meetings agendas	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 committee in Council responsible for gender	Gender equality committee established. There are discussed in establishment committee or finance and general purposes	Already exists	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	Gender machinery to prepare their own strategic plans.	Dept of Admin/G FP	There is no GMS thus no strategic plan	Strategy and action plan adopted. Develop and implementation	2011	
	Establish linkages with gender machinery in other municipalities.	Dept of Admin/G FP	Linkages have not been established at the Provincial level	GMS Networked Create linkages	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.	Dept of Finance/ Planning /GFPP	Sex disaggregated data does exist	All statistics disaggregated by gender.	2011	
	Gender indicators to be formulated for each department/ programme and HR management.	Dept of Admin/Planning	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 initiatives that will promote gender equality, including fighting gender violence and HIV and AIDS).	Dept of Admin/Finance/GFP	The action plan has been developed but not been costed	Costing of this action plan.	2011	
	Ensure that departments allocate resources to gender priorities.	Dept of Finance/GFPP/Planning	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.	Dept of Admin/G FP/	Yes training of the gender machinery has been done	At least 3 workshops, 100 trainees per session	2011	
	Liaise with service providers to provide	Dept of Admin/G	Training has been done in the past	Number of trainings conducted by service	Ongoing	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	training programmes.	FP/planning		providers, training reports		
	Facilitate training programmes among councillors, officials and community groups.	Dept of planning /GFP	Training has been done in the past	Number of trainings conducted Number of trainees	Ongoing	
	Assess impact of training.	Dept of planning /GFP	Formerly no impact assessment has been done in the past	Attitudes towards gender self assessment exams	2011	
	Gender sensitivity, analysis training for both male and female councillors and officers.	Dept of planning /GFP	Ttraining has been done in the past	Most of the cllrs 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 eg 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	<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	
	Prepare pamphlets, advertising, posters, logo etc.	Dept of planning / GFP	No materials have been developed in the past	Number of adverts and pamphlets	ongoing	
	Run competitions, sporting activities that challenge stereotypes.	Dept of Planning /GFFP	No such activities been done in the past	Two sporting activities	periodically	

**Annex E:**

**GBV Action Plan for roll out in Monze 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.	Dept of Works/ Plannin g	No such audit has been done	<ul style="list-style-type: none"> <li>• Conduct two audits in a year</li> <li>• No. Of houses identified as safe houses</li> </ul>	2011-2012	
	Commit council resources to strength and ensure sustainability of existing places of safety and establish some in places where they do not exist.	Dept of Works/ Dept of Finncance	No resources has been committed by the council to support survivors of GBV	<ul style="list-style-type: none"> <li>• 10% of social responsibility vote to be allocated</li> <li>• No of GBV survivors supported</li> </ul>	2012	
	Ensure that women are economically empowered to reduce their vulnerability to gender violence.	Plannin g/Finncance	No programmes have been embarked on by the council to address this issues	<ul style="list-style-type: none"> <li>• 1 women from each ward supported annually</li> <li>• 3 sensitization meetings per year.</li> <li>• No of women economically empowered.</li> <li>• No of stakeholders lobbied women</li> </ul>	2011-2012	
<b>Coordination</b>						
To ensure that efforts to address GBV are conducted in a coordinated manner	Establish multi-sector coordinating structures to tackle gender violence.	Plannin g/police /DSW/L ADA/W orld	Gender sub-committee of the DDCC exist and is active.	<ul style="list-style-type: none"> <li>• Establishment of GBV action plan</li> <li>• Activation of the gender sub-committees of the</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>
		vision		DDCC <ul style="list-style-type: none"> <li>No of GBV workshops conducted by the committee</li> </ul>		
	Strengthen relations with local police stations and ensure that cases of GBV are efficiently and effectively addressed.	Dept of Admin/ police/ Cllr	Weak relations with the various stakeholders especially VSU	<ul style="list-style-type: none"> <li>4 meetings with District and community VSU wings and other stakeholders handling GBV issues</li> <li>Improved participation by all stakeholders</li> </ul>	Quarterly 2011-2012	
<b>Budget allocation</b>						
To ensure that Councils commit budget and resources to addressing GBV	Allocate budget and resources to addressing GBV	Dept of Finance /Admin /cllrs	There is currently no budget allocation for addressing GBV	5% of the council Budget allocated to GBV	2012	
<b>Monitoring and evaluation</b>						
To ensure that efforts to address GBV are monitored and evaluated	Develop a set of targets and indicators to measure progress and ensure that these are mainstreamed into development plans.	Dept of Admin/ DPO/finance/ GL	There are no specific targets in the district development plans	District Development Plans with targets and indicators developed	2012	
<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>Prevention</b>						

<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 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/C D/DSW /VSU	No such data exists	<ul style="list-style-type: none"> <li>2 gender safety audits</li> <li>Sex disaggregated data</li> </ul>	2012	
	Conduct a gender safety audit and convene an annual Women's Safety Assessment Focus Group.	Planning Dept/finance	No such audit has been done	<ul style="list-style-type: none"> <li>2 gender safety audits</li> <li>Results of audit</li> <li>2 Women's Safety Assessment focus group convened</li> </ul>	2011-2012	
	Work with communities to ensure that all public spaces such as parks, cemeteries, and all neighbourhoods are safe with adequate street lighting.	Works Dept/planning/finance/CD/Police	<ul style="list-style-type: none"> <li>Monze has street lights within town.</li> </ul>	<ul style="list-style-type: none"> <li>40 % improvement in street lighting in all the Monze District.</li> <li>15 % decrease in sexual assault in public places</li> <li>Police statistics</li> </ul>	2012	
	Develop and implement a lighting master plan for the council, plan-maintenance must be in place-monitoring mechanisms and turn around time	Works Dept/planning/CD/Planning.	Not in place. To be developed.	<ul style="list-style-type: none"> <li>Implementation of the light master plan</li> </ul>	2012	
	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/planning	<ul style="list-style-type: none"> <li>And 30% of streets are name in all the districts.</li> </ul>	<ul style="list-style-type: none"> <li>50% streets to be named in all the districts in the province.</li> </ul>	2011-ongoing.	
	Conduct safety awareness programmes and establish a watch-dog community including all community based structures	Planning Dept/C D/Cllr/p	No such forums	<ul style="list-style-type: none"> <li>2 safety forums established and functioning</li> <li>2 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>
	e.g. community policing forums, etc.	Police				
	Involve street hawkers in crime watchdog projects.	Planning/CD/Police	No they are not involved	<ul style="list-style-type: none"> <li>30% of the street hawkers are involved in crime watchdog projects</li> <li>Statistics of crime being reported at the police</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>
<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	Dept of finance /CD/Planning/GL/cllrs	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 awareness campaigns in the past	Organise and participate in at least one activity during the 16 Days of Activism	25 Nov – 10 Dec 09 2011	
	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 Take Back the Night event during the 16 Days of Activism	25 Nov – 10 Dec 09	
	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	25 Nov – 10 Dec	
	Monitor and evaluate impact of all public awareness campaigns		Awareness campaigns have not been monitored and evaluated	M and E tools developed to monitor and evaluate the impact of campaigns.	2011	
<b>Best practices</b>						

<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>
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	There are no best practices at the local levels and they have not been documented	At least four best practices in monze district should be collected and documented for submission at the LG Summit.	November 2011– February 2012	
<b>Response</b>						
To implement actions that are effective in responding to GBV in your council	Ensure effective and efficient police posts.	Dept of Plannin g/CDO/ cllrs	There are police posts in councils who have provided them support by providing land and building and refurbishments	3 training workshop for community police posts on gender and GBV.	2012	
	Work with the police and communities in ensuring that cases of gender violence are reported and addressed.	Dept of plannin g/CDO/ cllrs	There are no statistics on GBV in the council	Sex disaggregated data on GBV in council.	2012	
	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/ plannin g/CD/S W	Most police stations have victim support units.) these are controlled by women and men officers	At least 2 private rooms, 1 for officers, 1 for counselling <ul style="list-style-type: none"> <li>Awareness raised in communities on these facilities</li> <li>More cases of GBV reported and dealt with</li> </ul>	Immediatel y	
	Strengthen and support shelters and places of safety for survivors of gender based violence in liaison with NGOs. Facilitate the enhanced and co-ordinated provision of post-traumatic services and facilities by all stakeholders	Dept of Admin/ Plannin g/Work s/CD/S W/Cllrs	There are no places of safety and care are there within the council	Provide one building or piece of land in the district for NGO's or CBOs who deal with GBV to provide shelter and safety for survivors of GBV	Immediatel y	
	Develop and maintain an updated database of services		There is no such database at	Database of services and		



<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>
	and facilities available to survivors and victims of gender based violence. Capacitate survivors of gender violence with life skills and provide ongoing support in collaboration with various community structures.	Dept of Planning/SW/CD/GL	present.	facilities developed and services are established	Immediately	
	Encourage role modeling of survivors and victims	Planning Dept/CDO/SW	No modelling is being done at present.	<ul style="list-style-type: none"> <li>• Stories from survivors of GBV</li> <li>• Participation by survivors at campaigns and events</li> </ul>	25 Nov 10 Dec 2011	
	Strengthen family counselling services provided at victim support units and train ward committee members to provide support	Planning Dept/CD	There are victim support units based in police stations and they do provide counselling.	Training of trainers (police posts – as above) who train ward committee members	Immediately	

**Annex F:**

**Monze 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>	Hikasaaza	Kutalilemeka Ncibi	Posters Radio Drama
<b>Abused women or men</b>	kutundulula	Lunya Ndubi	Posters Radio Drama
<b>Abused child</b>	Lunya kubana	Kupenzya bana Ncibi	Posters Radio Drama
<b>Mother, father, guardian</b>	GBV is a crime stop it	Lutuzyi ndubi leka	Community videos Flyers Focused group discussions Campaigns
<b>Parenting</b>	Positive parenting	Bana Atubalaye Kabotu	Drama Sensitisation meetings Radio Programmes
<b>COMMUNITY</b>			
<b>Community</b>	Need to mobilize communities to create safe spaces	Together we can win and achieve	Community meetings Public gatherings
<b>Schools</b>	Learn the art	The future is yours	Drama Poems debate
<b>Religion</b>	Spread the word	A good home is the lord's home	Bible study
<b>Sports</b>	Stay health and free	Play to win	Flyers T/shirts
<b>SOCIETY</b>			
<b>Political Leadership</b>	Educate	Stop GBV	Flyers
<b>Criminal justice system</b>	Fear judgement	Conviction of the offenders	Billboards

Arena for action	What needs to be communicated to or by these groups	Slogan	What communication tool should be used
<b>Media</b>	Equal coverage	No to violence	Radio Print media
<b>Culture</b>	No stereotype	Away with violence	Traditional dances Sketches

## Annex G:

### EVALUATION FORM

Date: 2 – 4 March 2011  
Venue: Monze Council Chambers

#### 19 evaluations received

	<u>EXCELLENT</u>	<u>GOOD</u>	<u>FAIR</u>	<u>POOR</u>	<u>VERY POOR</u>
<b>1. PROGRAMME DESIGN</b>	<b>9</b>	<b>10</b>			
<b>2. PROGRAMME CONTENT</b>	<b>11</b>	<b>5</b>	<b>3</b>		
<b>3. DOCUMENTATION</b>	<b>15</b>	<b>4</b>			
<b>4. FACILITATION</b>	<b>16</b>	<b>3</b>			
<b>5. GROUP WORK</b>	<b>17</b>	<b>1</b>	<b>1</b>		
<b>6. OUTPUTS</b>	<b>12</b>	<b>7</b>			
<b>7. OUTCOMES AND FOLLOW UP PLANS</b>	<b>8</b>	<b>10</b>	<b>1</b>		
<b>8. LEARNING OPPORTUNITY</b>	<b>18</b>	<b>1</b>			
<b>9. NETWORKING OPPORTUNITY</b>	<b>5</b>	<b>9</b>	<b>5</b>		
<b>10. ADMINISTRATIVE ARRANGEMENTS</b>	<b>1</b>	<b>5</b>	<b>10</b>	<b>3</b>	

#### COMMENTS

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

- Gender planning very important
- Governance and gender issues
- Key Gender concepts –I know the meaning of gender I had always misunderstood gender
- Gender violence because it has really helped us to know more about gender violence
- GBV because it has been more educative more especially that I did not know
- The link 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
- 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 developmental issues

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

- All the sessions were useful

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

- I am coming from the finance department it will be helpful in that I will now consider gender responsive budgeting
- I am a community worker this has added knowledge and will utilise the knowledge and the skill during my community meetings.
- My way of thinking on gender issues has improved
- I will strive to include gender mainstreaming in my day to day activities
- Work more with the Police in my ward on GBV issues
- I will involve more women in my ward in all developmental issues
- I will endeavour to consult women and encourage women to take up decision making positions
- Continue to sensitise the women on gender issues.

## **4. Any other comments**

- The workshop was very educative and informative
- We need more of such workshops to enlighten especially us cllrs, we are always left out in such important workshops
- I was attending such a workshop for the very first time and i was very happy I have learnt a lot and all my expectations were meant
- It was more profitable to attend this workshop
- Engage more with cllrs and MPs as they are the decision makers
- The council should continue to work with Gender links on gender issues and push to have a gender policy at the council
- Allocate more allowances next time