

REPORT

CENTRES OF EXCELLENCE STAGE THREE WORKSHOP

Country: Zambia
Council: Ndola City Council

Dates: 11- 13 July 2011
Venue: Ambassador Hotel



Figure 1: Participants at the Ndola council having a group discussion



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 and four workshop held from 11 – 13 July 2011 at Ambassador Hotel in Ndola.

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 23 participants (**Men and women**)

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

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.

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 Director of Planning on behalf of the Town Clerk (CEO) for Ndola Council – Mrs Judith Sinkala, gave the opening remarks. In her remarks, she highlighted that

gender is an issue in local government and that such training programmes are a necessity. He alluded to the fact that Luanshya Council has a number of women in decision making positions it is important necessary to have such important workshops and meetings to enhance the capacity of women for effective service delivery.

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 viewed as prostitutes.

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

- Sex roles like child bearing
- Unfriendly regulations
- Resources constraints
- Lack of information
- Stereotyping
- Fear of tradition and culture
- Men are superior and intelligent than women
- 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 and bar women from participating in political decision making.

Transformative leadership

What do communities expect from their leaders	How can communities contribute to good leadership	What are problems associated with leadership
Accountability Transparency Responsibility Honesty Visionary Integrity Feedback Knowledgeable Exemplary behaviour Effectiveness To deliver Unrealistic expectations Hardworking Accommodating Innovative Lead by example	Make leaders accountable Choose visionary leaders Put systems to monitor and evaluate leaders. Create a forum were leaders are able to interaction. Choose leaders from the same locality Active participation Being supportive Being available Providing information and feedback Ability to organise Mobilising support for leaders Involvement Positive criticism	The hold themselves in high esteem Not consultative Lack of ability to deliver Lack of delegation Poor communication skills Lack of support Lack of resources Fatigue Ignorance Lack of knowledge Resistance for changed Apathy Bad publicity Having no visionary

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 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 Ndola 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 Ndola 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 F**.

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 G**.

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

- Ndola 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 Director Planning Judith Sinkala thanked Gender Links as well as the participants for making the workshop a success. She gave special thanks to all cllrs present even in the midst of mayoral elections the workshop was not disrupted, the commitment shown and the participation shows that as a council we are committed to seeing change and also the attainment of active female participation at local level. She thanked GL for imparting these skills in women and the council as a whole saying this information will go a long way in enriching the work at community and council level.

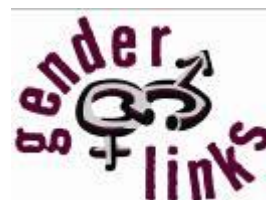
Annex A:

PROGRAMME
Stage 3: Council level policy and implementation workshop
Ndola City Council
Venue: Ambassador Hotel
Dates: 11-13 July 2011

DAY/TIME	ACTIVITY	WHO
DAY ONE:		
8:00 – 8:15	Registration	GL
8:15 – 8:30	Introductions	GL
8:30 – 8:45	Opening	Luanshya Council - DA
8:45 – 9:15	Objectives <ul style="list-style-type: none"> • To provide background and agree on objectives for the workshop • To develop guidelines of participation • Eyes and ears 	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	
DAY TWO:		
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,	Group

DAY/TIME	ACTIVITY	WHO
	procurement, housing, transport, utilities	
	Group 3: Gender in existing programmes: Health, HIV and AIDS, environmental health, social development	Group
	Group 4: Employment practices and environment	Group
	Group 5: Gender management system	Group
17:00	CLOSURE	
DAY THREE		
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: Ambassador Hotel
Date: 11-13 July 2011

DAY ONE

NAME	Sex M/F	ORGANISATION	DESIGNATION	PHONE	FAX	E MAIL
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NAME	Sex M/F	ORGANISATION	DESIGNATION	PHONE	FAX	E MAIL
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Navis sianzala	M	Ndola City Council	Snr Admin Officer	0977213003		
Esnat miti	F	Ndola City Council	Ass director Finnace	0977820291		
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Angela Muntali	F	Catholic diocese	WDP coordinator	0966600405		
Angelina halende	F	CARITIANS NDOLA	WSP coordinator	0966902555		

Attendance statistics by gender:

Females	16	76%
Males	5	24%
TOTAL	21	100%

Annex C:

SADC Gender Protocol - Village level meeting report

Name of country: Zambia

Province/ District/ Town/ Village: Ndola City Council

Date	11– 13 July 2011
Theme of Protocol village meeting	SADC Protocol Quiz
Participants' list	As attached
Number of women participants	16
Number of men participants	5
Civil society representatives present	Social Welfare Dept, Zambia police/VSU, CARITAS,
SADC Protocol Knowledge quiz results summary	<ol style="list-style-type: none">1. Where and when was the SADC protocol signed? 10 people answered correctly and 11 had incorrect answers2. Has your country signed the protocol? 15 people answered correctly and 6 had incorrect answers3. Which three countries have not yet signed the protocol? 10 answered correctly and 11 answered wrongly4. How many targets does the protocol have? 12 people answered correctly and 9 answered wrongly5. What is the target for women in decision making and when should it be achieved by? 16 people answered correctly and 5 people answered wrongly6. What is the target for ending or reducing GBV? 6 people answered correctly and 15 people answered wrongly <p>The participants found this exercise interesting and provocative during feedback session because they realised how little they know about most of the international and regional instruments that our country has signed</p>
Answer sheets to the quiz as baseline data	As attached

Issues raised	<ol style="list-style-type: none"> 1. Popularizing the SADC protocol at village, community and national level 2. Political will in the adoption processes and systems for the 50/50 target to be achieved 3. The need for government's commitment on the allocation of adequate resources to key line ministries 4. Government's commitment to implementation, monitoring and evaluation process
Responses	<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"> 1. What work is already happening to achieve the targets in the protocols? <ul style="list-style-type: none"> - Constitutional and legal rights, constitutional review process (NCC) - Promotion of women in challenging decision making positions (the Auditor General) - Increased awareness on GBV by Civil society and VSU - Education, free education from lower to upper primary level, establishments of private Universities and colleges - Economic opportunities, women able to access CEEC and CDF funds - Free access of VCT and ART 2. Have a look at the pamphlet with all the targets, which of these would you prioritize? <ul style="list-style-type: none"> - Constitutional and legal rights - Education and training - Governance - Media, Information and communication 3. How can the targets in the protocol be included in the councils? <ul style="list-style-type: none"> - Formulate and adopt policies that can be implemented at local level 4. How can you begin to popularise the SADC protocols <ul style="list-style-type: none"> - Promote further educational studies among female employees - Promote more women in managerial positions - Formulate work place gender policy and localise them - Training policy based on 50/50 opportunities - Begin to develop gender responsive budgets - Establish standing council committees to deal with gender issues
Follow-up meeting / Next steps?	<p>Will have follow up meetings at community level especially during stage 4 on community mobilisation and during the 16 days campaign.</p>
Evaluation forms	<p>As attached</p>

Annex D:

GENDER ACTION PLAN FOR ROLL OUT IN NDOLA CITY COUNCIL

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
I. GOVERNANCE						
Representation						
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	Luanshya – 3.6%	50 % by 2011	2011	
	Lobby all political parties to adopt and implement the zebra list system and include these provisions in their manifestos.	Dept of Admin	Men are still in the majority in all political parties and in the decision making positions.	50 % by 2011	2011	
	Engage with Traditional Authorities on women's representation in local politics.	Dept of Admin	There have been no such engagements with traditional authorities on gender	Four meetings – introductory, follow ups and finalisation	2010	
To ensure that women are equally represented in leadership positions in the Council.	Compile and update statistics on women in leadership positions in local government including management and other committees.	Dept of Admin	Such statistics have not been compiled in the past.	Sex disaggregated statistics on women in leadership positions in local government.	2010	
	Request a circular from the Ministry of Local Government that regulates women being	Dept of Admin	No such request been made.	This request should be made January 2010 implemented	2010	

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 Admin	Luanshya – 3.6%	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 Admin	There are no coaching or mentoring programmes in councils	Two coaching/ mentoring programmes in each council.	2010	
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 Admin	Councils have worked with ZNWLG, YWCA in the past on such awareness raising in the past.	A meeting in each ward in all the districts.	2010	
	Sensitisation programmes and hold dialogues that address the causes of 'pull her down' syndrome to promote better understanding of this phenomenon	Dept of Admin	No such dialogues have been held.	Three meetings a year with women in communities.	2010	
	Work with the Ministry of Education and Local Government to encourage gender balance in their curricula and promote gender equality in schools.	Dept of Admin	There has been no such engagement.	Use district development coordinating committee meetings as a platform.	2010	
Participation						
To increase participation	Establish a multi party	Dept of	There is no multi party women's	Multiparty women's caucus	2010	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
by women because their concerns are often sidelined or overshadowed by political party concerns.	women's caucus	Admin	caucus	established and functioning		
	Improve partnerships with organisations such as the UCLGA and launch a Women's Commission through the LGAZ	Dept of Admin	<ul style="list-style-type: none"> There is a relationship with the LGAZ. A Women's Commission has not yet been established 	Women's Commission established	2010	
	Network with other local, national and provincial women's caucuses.	Dept of Admin	No networking been done with other women's caucuses in the past	External links established	2010	
To empower women councillors to articulate what are regarded as "women's issues."	Conduct a skills audit of women's councillors. Training needs identified by women councillors eg gender, public speaking and assertiveness.	Dept of Admin	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	2010	
	Induction programmes for new councillors with follow up refresher courses.	Dept of Admin	There is a week-long induction programme for all councillors. There are no refresher courses and no specific training on gender	Three refresher courses in the five year term	2012	
To empower men on gender issues and mobilise their support.	Gender training workshops for male and female councillors and officials.	Dept of Admin	There has been gender training done in the past and more women than women participated	Two gender training each year with equal numbers of women and men participating	2010	
	Gender dialogues with male Councillors and officials.	Dept of Admin	No such dialogues with male cllrs have been held in the past	Immediate feedback and dialogue after training	ongoing	
Community mobilisation						
To ensure that women and men participate equally in community matters and that policy making is informed by accurate data.	Collect, disaggregate and analyse data on communities.	Dept of CDO/Planning	The data exists but councils have not made use of it	Gender disaggregated data on the community.	2010	
	Encourage men to participate in public	Dept of CDO	There are no statistics on participation in public meetings	<ul style="list-style-type: none"> Sex disaggregated on community meetings 	2010	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	meetings and on issues that are traditionally considered to be only of concern to women.			<ul style="list-style-type: none"> More men participate in meetings 		
	Educate, inform and disseminate information in indigenous languages on issues that affect women such as utilities, payment of bills, housing opportunities, contracts and employment opportunities and HIV and AIDS	Dept of CDO/SS	Brochures/ pamphlets on HIV and AIDS have been disseminated	Information on land availability, housing and employment opportunities and HIV and AIDS in Lala, Lamba and Bemba	ongoing	
To ensure that women are consulted equally in policy-making processes.	Conduct specialised participation exercises for women, including adult education	Dept of Admin	Consultative meetings do not happen on a regular basis	3 consultative meetings a year with equal numbers of women and men participating	2010	
To mobilise men at local level and ensure that they do not feel threatened by gender equality.	Conduct workshops with men's groups.	Dept of CDO	No such workshops been conducted with men's groups in the past	Two meeting to be called by the ward committee each year	2010	
Early learning						
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.	Dept of Admin	Very little coordination is currently in place	Issue raised at quarterly DDCC meeting	2010	
	Lobby for extra funding to revive community centres. Provide day care for children during school holidays.	Dept of Admin	There are day care centres but there are not enough of them and they are not well funded	Funding received, community centres revived	2010	
	Collect data on the	Dept of	No such data has been collected	Sex disaggregated data on	2010	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	number of children who need educare and the number of households affected. Identify the areas that have the highest need for such programmes	Admin	before	childcare needs		
III. GENDER IN EXISTING PROGRAMMES						
Security and emergency services						
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,	<ul style="list-style-type: none"> All the streets in the districts of the Copperbelt are named 	All streets should be maintained	ongoing	
	Council to establish a disaster management plan which should include counselling to victims of disasters.	Dept of planning	Councils make use of the national disaster management plan through the District Commissioner	Council disaster management plan	2010	
	Lobby businesses to assist people in need.	Dept of planning	No such support has been offered at the local level in the past	Approach the following businesses: <ul style="list-style-type: none"> All mine companies in the province Lafarge cement Shoprite Checkers 	ongoing	
	Enforce building regulations to ensure adequate spacing between buildings.	Dept of Works	There are building regulations and policies but they are not being enforced	Strengthened Works department which ensures that regulations are adhered to	Already in existence	
	Establish community policing posts	Dept of planning /Admin	There are a number of community policing posts established through the CDF supported by the council	<ul style="list-style-type: none"> Continued support for community policing posts 3 posts in wards with high populations 	Ongoing	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
				<ul style="list-style-type: none"> 1 post in wards with lower populations 		
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 CDO/Works	No education or training has been done in the past	One education programme in each ward or two in densely populated areas	Immediately	
The economy and job creation						
To facilitate equal employment opportunities because women are disproportionately affected by high levels of unemployment	Set and monitor specific targets to ensure gender parity in employment opportunities created by local government.	Dept of Admin	<ul style="list-style-type: none"> There are no specific targets to ensure gender parity in employment opportunities created by local government. Men are still in the majority in council employment 	<ul style="list-style-type: none"> Employment policy that sets specific targets for gender equality 50% of opportunities should go to women 	Ongoing	
	Create a vote item in the budget specifically related to women's empowerment. Community identifies projects that qualify for funding	Dept of Admin	There is no such vote item	At least three women's project per ward per year	2010	
	Lobby Ministry of Commerce and Local Government to sponsor women to attend and participate at international economic exchange programmes.	Dept of Admin	No such lobbying has been done in the past	Lobbying efforts successful	Ongoing	
	Inform women about economic opportunities and the economic	Dept of Admin	This information is usually disseminated through pamphlets and meetings	One ward meeting per ward	Ongoing	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	empowerment fund					
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 CDO	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	Dept of planning	Very few of the lodges in Luanshya are owned by women	Maintain the numbers of women participating in the tourism industry	Ongoing	
Procurement						
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/F inance	This has been addressed 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	Ongoing	
	Implement and monitor quotas for women for the awarding of council contracts	Dept of planning	More men than women are awarded contracts. There is no point / quota system,	50 % 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.	Dept of Admin	Women not equally represented on tender committees	50% women on the tender board.	Ongoing	
	Encourage and affirm larger businesses that sub-contract women-owned enterprises.	Dept of Admin	No such incentives exist	Point system implemented	2010	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
Poverty eradication						
To develop a gender sensitive strategy to address the high levels of poverty that affect mainly women especially women headed households and align it with the planning unit in the Ministry of Finance	Interpret the poverty reduction strategy to ensure that it makes explicit mention of women and female-headed households.	Dept of Planning	<ul style="list-style-type: none"> Luanshya has a poverty reduction strategy Current poverty data is not disaggregated by sex 	<ul style="list-style-type: none"> Poverty reduction strategy which makes explicit mention of women developed and implemented a Poverty statistics are disaggregated by sex 	2010	
	Facilitate the implementation of income-generating activities, improve resources allocated and implement monitoring and evaluation systems Train women on project management and sustainable livelihoods and how to access CDF and network with NGOs	Dept of CDO	Current income generating projects include Mining, chicken and goat rearing, knitting and tailoring	<ul style="list-style-type: none"> Linking these projects to bigger markets Monitoring and evaluation systems which measure actual impact 	Ongoing	
	Liaise with and support CBOs and NGOs already working with poor households.	Dept of CDO/Planning	Councils perform a coordinating function in terms of support provided by NGO's and CBO's currently	Council provides space/ land in the community free of charge	Ongoing	
Business support						
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	<ul style="list-style-type: none"> No statistics exists There has been no concerted effort to link women to value chains 	Levels of participation should increase to 50% for women	2011	
	Ensure that the district business association (DBA) is representative and raise awareness of the DBA among communities. Celebrate	Dept of Admin	<ul style="list-style-type: none"> In the districts the DBA consists mainly of men 	50% of the DBA should be women	Ongoing	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	best practices.					
	Encourage public and private business partnerships.	Dept of Admin	PPA's are being spoken about but not much has been done in this area	Three partnerships per year	2010	
To empower women entrepreneurs through business skills and support	Facilitate skills development, access to information and finance, and business support for poor women.	Dept of Planning /CDO	There is currently no skills development and business support for women	30 women to be empowered by training and support in each district	Ongoing	
	In partnership with the DBA facilitate increased involvement of women-headed companies by raising their awareness and providing them support.	Dept of Admin/Planning/ Finance	No such support exists for women-headed companies	30 women-headed companies to be formed	Ongoing	
Informal sector						
To promote equal access to markets.	Link women to growth sectors.	Dept of Admin	There is no data available but women predominate in the informal sector	50 new formal businesses to be formed	Ongoing	
	Integrating women with partnerships, mergers etc.	Dept of CDO/Planning	Women have not been integrated in partnerships and mergers	20 increase of women in partnerships	Ongoing	
INFRASTRUCTURE						
Housing						
To promote the equal rights of women to land tenure	Collect gender disaggregated data on housing.	Dept of planning	Data does not exist in the council	Gender disaggregated data on housing.	2010	
	Adopt a quota system to ensure that women have equal access to land.	Dept of Planning	There is a land policy	30% is the target increase in the number of women owning land	Already in existence	
To ensure that women's needs are taken into account because they are	Incorporate the needs of women into the residential design.	Dept of Works/Planning	There is land surveying	Knowing the number of plots demarcated and allocated to the women	2010	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
mostly affected by inadequate housing.	Identify unsatisfactory living environments and formulate recommendations for their improvement.	Dept of Works/ Planning	There has been no assessment of living environment.	Living environment assessment results	2011	
	Designate areas in residential areas where low-impact economic activities can be.	Provincial Physical Planning	Town and Country Planning Act, Home Empowerment Act	One per each of the 6 districts -Social economic surveys	Ongoing	
To introduce housing subsidies that will benefit women and give them access to housing.	To lobby government to introduce housing subsidies through the national housing authority.	Dept of Admin	No information exists on women and housing and there are no materials existing regarding policies and subsidies	Social economic survey in 6 district	2011	
Water, sanitation and electricity						
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 DES/DH ESS/Planning	<ul style="list-style-type: none"> Safe water is being provided by water and sewerage company 	<ul style="list-style-type: none"> Improve water supply Water to be accessible by all Improve sanitation in the densely populated communities 	Ongoing	
	Council should respond to calls for information by those who cannot afford services and lobby for subsidies to be provided.	Dept of Works/Planning/ PHSS KWASCO	There is community sensitisation on the basic services being provided by the council	Enhance community sensitizations	Ongoing	
	Involve women in the management and maintenance of these services and facilities.	Dept of DHESS/ Planning	This function is performed by both men and women	Increase women participation by 50%	Ongoing 2015	
Environmental health						
To involve women, as key stewards of the environment, in	Create a forum for engaging with the community on	Dept of Admin/PHSS	<ul style="list-style-type: none"> Such forums are present There are no recycling projects existing within the council 	<ul style="list-style-type: none"> 50% women and 50% men Quarterly meeting It will measured through 	Yearly	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
environmental preservation projects or making business ventures from the environment.	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.	planning		minutes		
	Increase the frequency of refuse collection.	Dept of Works	Refuse is collected once a week	Once a week • Every alternative day	Ongoing	
	Provide and maintain public toilets.	Dept of Finance/ Admin/D HESS	<ul style="list-style-type: none"> They are maintained on a daily basis 13 Toilets in the entire district 	<ul style="list-style-type: none"> Maintained on a daily basis. 8 additional toilets needed 	Ongoing By 2012	
	Develop a gender sensitive solid waste management policy.	Dept of Legal/D HESS	There is no waste management policy	Waste management policy implemented Waste management policy to be formulated.	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/ DHESS	<ul style="list-style-type: none"> Studies and a survey was done Cemeteries are within reach Two Hearses were received Each constituency 	Grave sites accessible by all	Ongoing	
HIV and AIDS						
Prevention						
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.	Dept of Planning Admin	<ul style="list-style-type: none"> There is an HIV/AIDS workplace policy There is no gender disaggregated data 	Gender disaggregated data	2011	
	Develop gender aware HIV and AIDS public education and	Dept of Planning /PHSS	<ul style="list-style-type: none"> There are such campaigns at present 	The target is the council populous so that they are aware of HIV and AIDS each	Ongoing	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	awareness campaign.		<ul style="list-style-type: none"> There is a HIV/AIDS workplace 	department has a representative on the council committee		
	Advocate for and promote the female condom and so that women have free access to them.	Dept of Planning DHESS	There are plenty female condoms in the main offices toilets and they are distributed freely. Ignorance on the use of female condoms	<ul style="list-style-type: none"> Maintain free access to female condoms at councils offices and in public toilets Sensitisation on the use of female condoms Free access to female condoms at Council offices and toilets 	Ongoing 2015	
To raise awareness that there is an increased risk of contracting HIV/AIDS as a result of sexual assault.	Public awareness campaigns on the links between GBV and HIV/AIDS; the red and white ribbon campaign, coupled with ongoing awareness campaigns.	Dept of Planning Admin/D HESS	This activity has been centralised at District AIDS Task Force Level on which the council is part of the committee	The target is the whole community. 100% awareness in the community	Ongoing	
Social development						
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.	2011	
	Ensure that every library has a section on women's literature.	Dept of Planning /DHESS	There are libraries currently in all the districts in the province	Section for Women literature	Already in existence	
	Design programmes to ensure that women and men benefit equally from local authority facilities, for example promoting women in traditionally male sports,	Dept of Planning DHESS	Soccer, Netball and Volleyball do not exist in the council programmes Soccer is concentrated on men	Specific programmes for women Women soccer and other sporting activities to be introduced	Weekly	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	eg. Soccer and boxing.					
IV. EMPLOYMENT PRACTICES AND ENVIRONMENT						
To increase the representation of women employed in the council.	Adopt the SADC target of 50% women in all areas of leadership and employment by 2015. Explicitly prioritise gender equity in performance plans.	Dept of Admin	Council has no workplace policy on employment	<ul style="list-style-type: none"> Performance plans explicitly mention gender equity 50% women in all areas of employment by 2015 	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.	Dept of Admin	F 10% M 90%	<ul style="list-style-type: none"> Increase number of women employed by the council by 25% Increase number of women managers by 40% 	2015	
	Include women's targets as a non negotiable component of senior managers' contract.	Dept Of Admin	Council does not have any targets	Contract Pensionable employment	Ongoing	
	Align the work place skills Plan to the Affirmative Action plan.	Dept Of Admin	No work has been done in this area	Through performance appraisal system	Ongoing	
	Obtain buy-in and support of the unions for increased gender equity in the employment profile of the council.	Dept Of Admin	Union has not been approached for buy in and support	The number of gender issues the union takes to management Management and union to liaise with each other on the implementation of employment profile.	2011	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
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 encourage women to apply	50% of vacancies advertised should encourage women to apply	2011 ongoing	
	Selection panels should be gender balanced.	Dept Of Admin	Selections panels are not gender balanced	Increase the % of female on selection panel by 40%	2011 ongoing	
	Gender sensitive selection policies should apply at all time: Interviews questions and practices should not discriminate against women in any way. Experience and qualifications should both be taken into account in evaluating suitability for posts.	Dept Of Admin	Interviews are selected in a gender sensitive manner	Introduce gender sensitive questions that do not discriminate or intimidate women and men	2011 ongoing	
	Develop comprehensive employment equity plans.	Dept Of Admin	There is no employment equity plan	HR/ EE Policy to be developed and incorporated in the work of the council.	2011	
	Apply job preservation policy to meet women's targets.	Dept Of Admin	Currently there are no women targets	50% of council workforce be reserved for female	2015	
	Incorporate gender into structure system policies and processes.	Dept Of Admin/Finance/Planning	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"> • Increase of 20% of women acquiring land from 30% to 50% • equal allocation of market stores for women and men • Equal number of women and men being sponsored for training 	Ongoing	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
				each year <ul style="list-style-type: none"> Gender sensitive 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.	All depts	The council to develop a staff development plan	Increase by 40% the number of women employees benefiting under the current staff development budget All employees male or female should be considered.	2012	
	Undertake a skills/ qualification audit and assessment of all municipal employees.	Dept Of Admin	A skills audit has not been done	Conduct a skills audit Results of the skills audit report	2013 2011	
	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"> Number of capacity building and in house trainings conducted for cllrs and council staffs in a year Number of cllrs & staffs attending trainings 	2012 2013 ongoing	
	Mentoring new cllrs and employees.	Dept Of Admin	Mentoring of councillors has taken place in a limited way No mentoring of new councillors and staff is done	Workshop report Number of cllrs mentored Reduced number of conflicts between cllrs & officers recorded	2014 ongoing	
	Provide information to councillors, CBOs and community members.	Dept Of Admin	Information exist	Number of clients requesting for information as well as those given information	2012 ongoing	
	Identify skills needs among communities and skills gaps in key economic sectors.	Dept of Planning	No needs assessments have been taken	Number of needs assessments undertaken in all the communities	2012	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	Develop targeted skills development programmes.	Dept of Planning /PHSS	There has been no skills development programmes designed and undertaken	Increase number of skills development programmes designed and implemented	2011	
Work conditions and environment						
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 no provisions for paternity leave	14 days paternity leave for men	2011	
	Meetings times should take the needs of all employees into consideration and not run too late.	Dept Of Admin	There is no specific policy guiding meeting times	Council policy on meeting times	2010	
	Provide child care facilities for municipal employees.	Dept Of Admin	There are play parks ,libraries	Increase the number of childcare facilities and introduce new ones	2015 2012	
	Provide flexible work arrangements for parents.	Dept Of Admin	There is no flexible police in place	Flexible work arrangements introduce	2011	
Address issues of sexual harassment in the council.	Develop and implement a sexual harassment policy (SHP).	Dept Of Admin	There is no sexual harassment policy in place	Sexual harassment policy developed and implemented in the council	2011	
	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	Ongoing	
V. GENDER MANAGEMENT SYSTEM						
Planning						
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 is silent on gender	Mission and vision statements should include a gender aspect	2012	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	Consult with both women and men when drawing up plans.	Dept Of Admin	There has been no consultations with men and women	<ul style="list-style-type: none"> Equal participation by both male & female during consultations Hold 4 consultative meetings 	2011	
	Councils should administer customer satisfaction surveys that are disaggregated and analysed according to gender.	Dept Of Admin	There have been no customer satisfaction surveys been administered	Customer satisfaction surveys conducted twice within a strategic plan period	2012,	
Gender structures						
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	Gender FPP appointed.	2011	
	Senior managers must take ultimate responsibility for gender mainstreaming within the administration.	Dept Of Admin/P lanning	DPO/CDO 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	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.	Dept Of Admin	There is no committee in Council responsible for gender	Gender equality committee established.	2011	
	Gender machinery to	Dept Of	There is no GMS thus no	Strategic and action plan to	2011	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	prepare their own strategic plans.	Admin	strategic plan	be adopted		
	Establish linkages with gender machinery in other municipalities.	Dept Of Admin	Minimal linkages have been established	GMS Networked	2011	
Budget, monitoring and evaluation						
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 Planning /admin	Sex disaggregated data does not exist	All statistics disaggregated by gender.	2011	
	Gender indicators to be formulated for each department/ programme and HR management.	Dept Of Admin/Finance	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/Legal/Finance	The action plan has not been costed	Costing of action plan to be introduced	2012	
	Ensure that departments allocate resources to gender priorities.	Dept Of Admin/Finance	Departments do not allocate resources to gender priorities	10% of resources allocated for gender priorities	2011	
Capacity building						
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/Finance	No training of the gender machinery has been done	At least 3 workshops for 30 trainees	2012	
	Liaise with service providers to provide training programmes.	Dept Of Admin/Finance	No training has been done in the past	Number of trainings conducted by service providers Training reports	2012	
	Facilitate training programmes among councillors, officials and community groups.	Dept Of Admin/planning/admin/fi	No training has been done in the past	Number of trainings conducted Number of trainees	2012	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
		nance				
	Assess impact of training.	Dept Of Admin	No training has been done in the past	Attitudes towards gender self assessment exams	Ongoing	
	Gender sensitivity, analysis training for both male and female councillors and officers.	Dept Of Admin	No training has been done in the past	All female Cllrs and some female and male staff to be trained	Ongoing	
To raise awareness on gender issues and challenge the belief that gender is a "women's issue".	Compile a calendar of special gender events and campaigns. Engage in campaigns to raise the profile of gender e.g. Women's Day, Father's Day, Sixteen Days campaign.	Dept Of Admin/P lanning	There has been active participation in women's day events and activities	<ul style="list-style-type: none"> Number of women participating in the local authority Resources allocated for this day 	Ongoing	
	Prepare pamphlets, advertising, posters, logo etc.	Dept Of Admin/F inance/p lanning and Admin	No materials have been developed in the past	Number of adverts and pamphlets.	Ongoing	
	Run competitions, sporting activities that challenge stereotypes.	Dept Of Admin	Such activities been done in the past	four sporting activities monthly	Periodically	

Annex E:

GBV Action Plan for roll out in Ndola City Council

FLAGSHIP PROJECT - ENDING GENDER BASED VIOLENCE						
STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
Support						ZMK
To implement a plan and actions that supports survivors of GBV	Carry out an audit of safe houses.	Dept of Works	No such audit has been done	Carry out an Audit in all the districts in the province	2011	
	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	The council has not established places of safety and has not committed resources to supporting survivors of GBV.	10% of council budget on service provision should be allocated for the construction of 1 safety shelter at the market.	2011	
	Establish day care centres for the elderly to ensure their safety.	Dept of CDO/SS	Day care centres exists in some districts	Establish 2 day care centre for the elderly people per district.	2011	
	Ensure that women are economically empowered to reduce their vulnerability to gender violence.	Dept of CDO/SS	Council has embarked on programmes to economically empower women.	40% of land and store allocations should be reserved for vulnerable women	2010	
Coordination						
To ensure that efforts to address GBV are conducted in a coordinated manner	Establish multi-sector coordinating structures to tackle gender violence.	Dept of CDO/P HSS	There is a Gender and HIV/AIDS Sub-Committee of the DDCC which is currently inactive	2 capacity building Programme for Existing Gender and HIV/AIDS Sub-Committee members	2011	
	Strengthen relations with local police stations and ensure that cases of GBV are efficiently and effectively addressed.	Dept of Admin	poor relations with the various stakeholders	3 meetings with the District Police Officer in Charge and other stakeholders handling GBV issues	Periodically	

FLAGSHIP PROJECT - ENDING GENDER BASED VIOLENCE						
STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
Budget allocation						
To ensure that Councils commit budget and resources to addressing GBV	Allocate budget and resources to addressing GBV	Dept of Finance /Admin	There is currently no budget allocation for addressing GBV	Allocate 5% of the council Budget to GBV	2011	
Monitoring and evaluation						
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	There are no specific targets in the district development plans	Develop District Development Plans with targets and indicators	2010	
FLAGSHIP PROJECT - ENDING GENDER BASED VIOLENCE						
STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
Prevention						
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.	Dept of Planning / DHESS, Finance	No such data exists	<ul style="list-style-type: none"> 28 gender safety audits Sex disaggregated data 	2011	
	Conduct a gender safety audit and convene an annual Women's Safety Assessment Focus Group.	Dept of Planning / DHESS	No such audit has been done	<ul style="list-style-type: none"> gender safety audits Results of audit 28 Women's safety assessment focus group to be convened 	2011	
	Work with communities to ensure that all public spaces such as parks, cemeteries, and all neighbourhoods are safe with adequate street lighting.	Dept of Works	<ul style="list-style-type: none"> Luanshya has very few working street lights 	<ul style="list-style-type: none"> 60 % improvement in street lighting in all the districts. 30 % decrease in sexual assault in public places Police statistics Street lights in all townships 	Ongoing	
	Develop and implement a	Dept of	There is no master plan in place	<ul style="list-style-type: none"> Implementation of the light 	Ongoing	

FLAGSHIP PROJECT - ENDING GENDER BASED VIOLENCE						
STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	lighting master plan for the council, plan-maintenance must be in place-monitoring mechanisms and turn-around time	Works Plannin g/DES		master plan		
	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	Dept of Works	<ul style="list-style-type: none"> 80% of the street are named 	<ul style="list-style-type: none"> Complete unnamed street in the district Make land marks 	On going	
	Conduct safety awareness programmes and establish a watch-dog community including all community based structures e.g. community policing forums, etc.	Dept of Plannin g	No such forums exis	<ul style="list-style-type: none"> 28 safety forums to be established 28 safety awareness programmes to be conducted 	On going	
	Involve street hawkers in crime watchdog projects.	Dept of Finance /Planni ng	Street hawkers are not involved	<ul style="list-style-type: none"> Educate and sensitize street hawkers on crime watch dog projects 60% of street hawkers to be involved in the project 	2011	
FLAGSHIP PROJECT - ENDING GENDER BASED VIOLENCE						
STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
Public awareness campaigns						
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		Currently there are no programmes on GBV within the council No information on 16 days of activism in the Council	Adopt, implement and budget for the GBV action plan Involve Council and the community on 16 days of activism	ongoing	

FLAGSHIP PROJECT - ENDING GENDER BASED VIOLENCE						
STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	Conduct awareness campaigns; take a high level political stance against GBV. Plan for and participate in the Sixteen Day Campaign and plan for 365 days	Dept of Admin/ Finance /planning	The Council has not actively participated in the 16 days of activism	Organise and participate in at least one activity during the 16 Days of Activism	25 Nov – 10 Dec All year long	
	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	
	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	Ongoing	
	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	
Best practices						
To showcase best practices to end GBV	Collect and present best practices being done by councils to end GBV	Dept of Admin/ CDO, Area/clers	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	
Response						
To implement actions that are effective in responding to GBV in your council	Ensure effective and efficient police posts.	Dept of Planning/CDO	There are police posts in councils who have provided them support by providing land and building and refurbishments	3 training workshop for community police posts on gender and GBV.	On going	
	Work with the police and communities in ensuring that cases of gender violence are reported and addressed.	Dept of planning/CDO	There are no statistics on GBV in the council	Sex disaggregated data on GBV	On going	

FLAGSHIP PROJECT - ENDING GENDER BASED VIOLENCE						
STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	Liase closely with the police; ensure a private room/ victim empowerment unit at police stations; improve the services provided by the Police.	Dept of Admin DHESS	Most police stations have victim support units a private room for an officers counselling these units are controlled by female and male officers	<ul style="list-style-type: none"> All police stations to have victim support units Awareness raised in communities on these facilities More cases of GBV reported and dealt with 	Already in existence	
	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	There are no places of safety and care are there within the council	Provide four buildings or piece of land for NGOs or CBOs who deal with shelter and safety for survivors of GBV	2011	
	Develop and maintain an updated database of services 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 Plannin g	There is no such database at present.	Database of services and facilities developed as services are established	2011	
	Encourage role modeling of survivors and victims	Dept of CDO/SS	No modelling is being done at present.	<ul style="list-style-type: none"> Stories from survivors of GBV Participation by survivors at campaigns and events 	2011	
	Strengthen family counselling services provided at victim	CDO, ADC	There are victim support units based in police stations and	Training of trainers to police officers who train ward	On going	

FLAGSHIP PROJECT - ENDING GENDER BASED VIOLENCE

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	support units and train ward committee members to provide support		they do provide counselling	committee members		

Annex F:

Messages on GBV Slogans

Ndola City Council Messages and slogans for the GBV roll out Campaign

Arena for action	What needs to be communicated to or by these groups	Slogan	What communication tool should be used
Individual			
Abusive men	GBV abuse is a crime	Stop GBV	Posters Drama Leaflets banners
Abused women or men	Report GBV to VSU Don't stigmatise GBV Give proper account of what happened	Say No To GBV	Meetings Posters Drama Radio debates
Abused child	Report GBV to VSU Counselling messages Protection and safety	Child Abuse is a Crime	Meetings Posters Drama Leaflets

			banners
Mother, father, guardian	Protect your children from GBV	Children are the future generation protect them from GBV	Posters Drama TV Radio songs
Parenting	Positive parenting	Let the world be a better place to leave in	Media Songs Drama Posters Public meetings emails
Community	To encourage communities to be reporting cases of GBV	GBV free community	Campaigns Community drama Popular theatre Poems songs
Schools	Need to respect children's rights to learn to avoid child abuse	Say no to child abuse	Poems Visual aids Talking walls
Religion	Preach the word about GBV	Love your neighbour as you love yourself	Crusades Church services sermons

Culture	Need for good traditional and cultural practices	Good cultural practices for all	Traditional Ceremonies Initiation ceremonies
Sports	Make sporting activities gender friendly in order to kick out GBV	Kick out GBV	Visual aids Talking walls Sport events
Political Leadership	Gender sensitive Political Structures	Conducive and GBV Free Political practices	Political Rallies TV Radio Print Media
Criminal justice system	Amend laws and establish gender sensitive courts	Justice for all	Courts TV Radio Emails
Media	Need to highlight messages on human rights and responsibilities	Information is power	Press releases Public address system

Annex G:

Ndola City Council Local GBV Roll Out Calendar

Month		Theme	Special Dates	Slogans
Jan	1	Sensitize Communities on the dangers of GBV	New Years Day	Create a GBV Free Society
Feb	14	Parenting	Valentine's Day	Good parenting True parenting
March		Child Abuse	Month of the Youth against AIDS	Stop child abuse
	8	Abused Women and Men	International Women's Day	
April				
May	1		Labour day	Information is Power
	3		World Press Freedom Day	
	25		Africa Day	
June	16	Need to respect children's rights	Day of the African Child	Say No Child Abuse
July	18	Need for better cultural practices	Culture Day	Good practices for a better society
Sept		Spread the word about GBV and enhance counseling victims of GBV	Month of Prayer against HIV/IDS	Love your neighbor as you love yourself
Oct	24	Make sports Gender friendly to Kick out GBV	Independence Day	Kick out GBV
Nov	25	Abused women and Men	International Day of non violence against women	
Dec	1	enhance Human Rights and Responsibilities	World AIDS Day	Information is power
	3		International Day of the Disabled	
	6		Day of the Montreal Massacres	
	10		International Human Rights Day	

ANNEX G:**EVALUATION FORM****Event: Council Level policy and Implementation Workshops****Venue: Ndola City council****Date: 2011**

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

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

- Sex desegregated data: this is something we need in the council for effective implementation of projects.
- DVD on SADC Protocol
- Key gender concepts: I learnt the deference between sex and gender
- All sessions where interesting and an eye opener to some of the issues.
- Transformative leadership. I learnt a lot of issues which make local authorities and central government lack behind. The session has also given me an opportunity to learn how to achieve development through planning.

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

None

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

- Share information on the SADC protocol to my subordinates.
- I will train employees on the issues of gender based violence and the importance of addressing this vice.

4. Any other comments

- Good information and network platform, I would like to have more information on your organisation and the works you are doing let alone get involved.
- The facilitation was excellent.
- Poor time management by the participants.