

# **FINALISE THE CITY OF JOBURG GENDER MAINSTREAMING POLICY AND PROGRAMME OF ACTION**

## **Synopsis**

This proposal sets out the background, objectives, methodology and work plan for finalising the City of Joburg (CoJ) gender mainstreaming policy and programme of action. The project will span a three year period starting November 2007 and ending June 2010 and will be undertaken by a Gender Links (GL) project team. Gender Links a non-governmental organisation (NGO) based in Johannesburg.

## **Background**

Gender inequality is deeply ingrained in all sectors and areas of society and it takes concerted effort by individuals and organisations to redress these imbalances. The UNDP defines gender mainstreaming as: "Taking account of gender equality in all policy, programme, administrative and financial activities and in organisational procedures, thereby contributing to a profound organisational transformation." Gender mainstreaming involves internal transformation as well as integrating gender considerations into key tools of governance.

The City of Johannesburg (CoJ) has embarked on a number of initiatives to address gender and the empowerment of women in The City. In 2004 a study was commissioned by the Office of the City Manager in the CoJ. Its aim was to assess the socio-economic status of women in the CoJ and to use this information to make recommendations for the CoJ on how to integrate a gender-inclusive approach to social development (Van Donk 2004).

In 2004/05 through the Office of the Speaker, councillors were involved gender and communication training, conducted by Gender Links which culminated in the development of a draft gender policy and a draft submission to the IDP. In 2006 the Community Development Department in the City of Johannesburg embarked on a project to finalise a Women Development Strategy which was the product of a number initiatives and process, such as IDP outreach consultations and women's dialogues both at a regional level and citywide. The wealth of information gleaned from these processes and further consultations with women in all eleven regions of the City resulted in the innovative Women's Development Strategy, which includes a plan for empowering women to ensure that they benefit from World Cup 2010.

These initiatives have, however, remained fragmented along departmental/institutional lines and, consequently, the monitoring of these programmes and the assessment of their impact has also remained fragmented.

The overall objective of the Gender Links will be to assist the CoJ to consolidate the various components and develop an internal gender mainstreaming management system including a comprehensive programme of action.

## Stakeholders

- 19 core departments of the CoJ;
- 15 municipal owned entities (MOE's);
- CoJ councillors;
- Unions;
- People with disabilities;
- Employment Equity Forum;
- Men's Forums;
- Non-governmental organisations (NGO's).

## Methodology

In the past Gender Links has had success in using the methodology of building capacity as part of policy development. This means that throughout the process staff and management will be involved in workshops where they will develop gender strategies tailored to the specific needs of their departments. The result of this inclusive methodology is better buy-in to the whole process and more capacity and awareness within the organisation.

## Process

The main steps in the project include:

- **A situation analysis**
  - Desk top research and document review to assess and consolidate all the work that has been done to date on gender and empowerment of women;
  - A brainstorming session with the CoJ to identify existing policies and ensure that the gender policy is cross referenced with existing policies and codes and the National Gender Policy Framework for Local Government;
  - Conduct a gender audit by administering an organisational gender scorecard,
  - Conduct an audit of where the CoJ stands in terms of employment equity;
  - A training needs assessment administered to staff via E Mail, phone and some direct interviews. This seeks to assess the extent of knowledge/attitudes on gender issues; gaps and areas in which skills/capacity is sought. Identification of target groups and contents.
  - Establish a task team that will work with the consultant.
- Initial **briefing workshop with heads of departments** (19 core departments and 15 MOE's) **and political heads** to gain a better understanding of the work and the extent to which gender considerations have or can be built into this.
- Workshop to **review the current draft of the Gender Policy for the CoJ**, following review and feedback the policy will be finalised and put before the Council to be adopted. Presentations to relevant departments and committees will be done.
- **Gender action plan workshops** in each department to sensitise them and ensure a shared understanding of key gender and gender planning concepts, and the process envisaged regarding the Policy. It will address the specific work and content of each programme; agree on action points and key performance indicators and

costing. These one day workshops with each department will be used to identify gender focal points in each unit.

- **Flagship projects:**
  - **Women and 2010** – 2010 in a cross cutting project and all departments should ensure that women are mainstreamed into all 2010 projects.
  - **Gender based violence** – this is gender specific issue that all departments should make provision for in their action plans to ensure that the CoJ has a comprehensive, integrated plan to end violence against women.
- Gender in the Integrated Development Plans: Workshop to **integrate the policy and action Plan into the IDP** and all other CoJ related priorities and strategies.
- Management meeting to **review of performance agreements** so that gender is integrated into the key performance indicators (KPI's). This will take place alongside the action planning workshops and to coincide with the CoJ work cycle so that any changes that are proposed can be built into the next evaluation period.
- **Finalise composite strategy and action plan:** management to review the composite strategy and action plan and costing thereof.
- **Structures and forums:** An important part of the process will be to establish a Gender Management System (GMS) within the CoJ, identify gender focal points in each department who will be responsible for the strategy and establish mechanisms to ensure that the system is well co-ordinated both administratively and politically.
- **Capacity building and backstopping:** This will be guided by the needs assessment but is likely to take the form of on-the-job support and backstopping as part of the action planning and implementation.
- **Evaluation:** An evaluation of the overall process will be held with the consultants at a date to be determined towards the end of the consultancy.

### **Outputs**

- Needs assessment and analysis.
- Adoption Gender Policy for the City of Joburg.
- Plan of action for mainstreaming gender in all departments in the CoJ.
- Composite gender mainstreaming strategy and action plan for the CoJ
- Establishment of a Gender management system for the CoJ.
- Capacity building through on-the-job learning.
- Evaluation of the process.

### **Outcomes**

- Systems in place to ensure that gender is mainstreamed in departments and all future programmes.
- Capacity to ensure that gender mainstreaming is carried forward.

## SCHEMATIC PRESENTATION OF METHODOLOGY



