

Annex D: Gender Action Plan

GENDER ACTION PLAN FOR ROLL OUT IN LOCAL COUNCIL IN LUSAKA PROVINCE

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.	Mayors office	Chongwe – 4/19 (21%) Kafue – 3/21 (14%)	30 % by 2011	2011	
	Lobby all political parties to adopt and implement the zebra list system and include these provisions in their manifestos.	Mayors office	Men are still in the majority in all political parties especially in the decision making positions	30 % by 2011	2011	
	Engage with Traditional Authorities on women's representation in local politics.	Mayors office, Traditional auth	There have been no such engagements with traditional authorities on gender	Three meetings – introductory, follow up and finalisation	January 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	Deputy council secretary	Such statistics have not been compiled in the past	Sex disaggregated statistics on women in leadership positions in local government.	Mid November 2009	

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	and other committees.					
	Request a circular from the Ministry of Local Government that regulates women being placed in leadership positions	Council secretary	No such request been made in the past	This should be made by end November 2009 and implemented immediately	End November 2009	
	Take measures to ensure equal representation of women in leadership positions in council.	Mayor	All leadership positions in council are currently held by men.	30% of all leadership positions to be held by women.	2011	
	Encourage women to participate by mentoring and coaching them into these roles	Mayor	There are no coaching or mentoring programmes in councils	Three coaching/ mentoring programmes in each council	November 2009	
To educate communities and raise awareness about the importance of women's equal representation in local councils	Raise awareness in communities on the importance of women being equally represented in local politics and the importance of voting for women.	Council, CDO, ZNWLG, Electoral commission	Councils have worked with ZNWLG in the past on such awareness raising in the past	A meeting in each ward (17 for both Kafue and Chongwe)	September 2010 onwards	ZMK 10 000 000
	Sensitisation programmes and hold dialogues that address the causes of 'pull her down' syndrome to promote better understanding of this phenomenon	Council, NGO's	No such dialogues have been held	Three meetings a year (before next elections) with women in communities	September 2010 onwards	

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	Work with the Ministry of Education and Local Government to encourage gender balance in their curricula and promote gender equality in schools.	Council secretary, NGO's	There has been no such engagement in past	Use district development coordinating committee meetings as a platform (quarterly)	November 2009	
Participation						
To increase participation by women because their concerns are often sidelined or overshadowed by political party concerns.	Establish a multi party women's caucus	Mayor, women cllrs	There is no multi party women's caucus	Multiparty women's caucus established and functioning	January 2010	
	Improve partnerships with organisations such as the UCLGA and launch a Women's Commission through the LGAZ	LGAZ, women cllrs	<ul style="list-style-type: none"> There is a relationship with the UCLGA. A Women's Commission has not yet been established 	Women's Commission established	February 2010	
	Network with other local, national and provincial women's caucuses.	Women's caucus	No networking been done with other women's caucuses in the past	External links established	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.	Council secretary	No skills audit has been done in the past	Data on the specific skills of councillors. Establish targets for training needs on outcome of audit	January 2010	
	Induction programmes for new councillors with follow up	Ministry of LG	There is a week-long induction programme for all councillors. There are no refresher courses	One refresher course in the five year term (in the third year)		

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	refresher courses.		and no specific training on gender			
To empower men on gender issues and mobilise their support.	Gender training workshops for male and female councillors and officials.	Council secretary	Prior to the GL training there has been no gender training done in the past (more men than women participated)	On gender training each year with equal numbers of women and men participating	2010	
	Gender dialogues with male Councillors and officials.	Mayors office	No such dialogues with male cllrs have been held in the past	Immediate feedback and dialogue after training	Immediately	
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.	Community development	The data exists but councils have not made use of it	Gender disaggregated data on the community.		
	Encourage men to participate in public meetings and on issues that are traditionally considered to be only of concern to women.	CDO	There are no statistics on participation in public meetings	<ul style="list-style-type: none"> Sex disaggregated on community meetings 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	CDO	Brochures/ pamphlets on HIV and AIDS have been disseminated in the past	Information on land availability, housing and employment opportunities and HIV and AIDS in Tonga, Nyanja and Bemba		

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	opportunities and HIV and AIDS					
To ensure that women are consulted equally in policy-making processes.	Conduct specialised participation exercises for women, including adult education	Women's commission	Consultative meetings do not happen on a regular basis	2 consultative meetings a year with equal numbers of women and men participating		
To mobilise men at local level and ensure that they do not feel threatened by gender equality.	Conduct workshops with men's groups.	CDO	No such workshops been conducted with men's groups in the past	One meeting to be called by the ward committee each year		
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.	Council secretary	Very little coordination is currently in place	Issue raised at quarterly DDCC meeting	November 2009	
	Lobby for extra funding to revive community centres. Provide day care for children during school holidays.	Deputy Council secretary, Dep Chair	There are day care centres but there are not enough of them and they are not well funded	Funding received, community centres revived	March 2010	
	Collect data on the number of children who need educare and the number of households affected. Identify the areas that have the highest need for such programmes	Deputy Council secretary, Dep Chair, Child Fund	No such data has been collected before	Sex disaggregated data on childcare needs	March 2010	
	Lobby Ministry of	Deputy	The fees are controlled by the	Reduced fees	March	

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	Education to review pre-primary and kindergarten fees to make them more affordable.	Council secretary, Dep Chair	Ministry of Education		2010	
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	Council, Director of Works,	<ul style="list-style-type: none"> In Chongwe no streets are name. In Kafue almost 50% of streets are names 	All streets should be named	Start Nov 09	
	Council to establish a disaster management plan which should include counselling to victims of disasters.	Council, District planning officer	Councils make use of the national disaster management plan through the District Commissioner	Council disaster management plan	Start Dec 09	
	Lobby businesses to assist people in need.	Council, Planner	No such support has been offered at the local level in the past	Approach the following businesses: <ul style="list-style-type: none"> Kafue Sugar Lafarge cement Zambeef Large commercial farmers 	When necessary	
	Enforce building regulations to ensure adequate spacing between buildings.	Works	There are building regulations and policies but they are not being enforced	Strengthened Works department which ensures that regulations are adhered to	In progress	
	Establish community policing posts	Planner, Area cllrs, Director of works	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 2 posts in wards with high populations 	Ongoing	

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				<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.	CDO, Director of 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.	Council Secretary	<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 30% of opportunities should go to women 	Immediately	
	Create a vote item in the budget specifically related to women's empowerment. Community identifies projects that qualify for funding	Area Cllrs, Council secretary	There is no such vote item	At least one women's project per ward per year	Immediately	
	Lobby Ministry of Commerce and Local Government to sponsor women to attend and participate at international	Mayor	No such lobbying has been done in the past	Lobbying efforts successful	Immediately	

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	economic exchange programmes.					
	Inform women about economic opportunities and the economic empowerment fund	Council Secretary , Area councillor	This information is usually disseminated through pamphlets and meetings	One ward meeting per ward	Immediately	
To obtain sex disaggregated data on unemployment levels in local authorities	Conduct surveys, collect data and analyse it in conjunction with NGOs and CSO	CDO	No such data has been collected in the past	Availability of gender disaggregated data.		
To promote equal representation of women in the tourism industry	Facilitate development and entry of women into the tourism industry eg. Provision of land to women in the industry	District planning officer	Many of the lodges in the Province are owned by women	Maintain the numbers of women participating in the tourism industry	<i>Ongoing</i>	
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.	Council Secretary	This has not been affectively addressed in the past but it is now going to be an item of the agenda of the district tender committee	30 % of all tenders should be allocated to women		
	Implement and monitor quotas for women for the awarding of council contracts	Council Secretary	More men than women are awarded contracts. There is no point / quota system,	30 % of all tenders should be allocated to women		
	Lobby local	Council	Women not equally represented	30% women on the tender		

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	government for procurement committee regulations should be changed to ensure that 50% of those sitting on the tender board that awards contracts are women.	Secretary	on tender committees	board.		
	Encourage and affirm larger businesses that sub-contract women-owned enterprises.	Council Secretary	No such incentives exist	Point system implemented		
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.	District Planner	<ul style="list-style-type: none"> Chongwe has a district 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 		
	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	CDO	Current income generating projects include gardening, 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 		

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	access CDF and network with NGOs					
	Liaise with and support CBOs and NGOs already working with poor households.	CDO, Planning officer	Councils perform a coordinating function in terms of support provided by NGO's and CBO's currently	Council provides space/ land in the community free of charge		
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.	Council secretary, DPO	<ul style="list-style-type: none"> No exact statistics but it is about 80:20 men to women There has been no concerted effort to link women to value chains 	Levels of participation should increase to 40% for women		
	Ensure that the district business association (DBA) is representative and raise awareness of the DBA among communities. Celebrate best practices.	DBA, District planner, Council Secretary	<ul style="list-style-type: none"> In Kafue the DBA consists mainly of women In Chongwe the DBA is made up of majority men 	50% of the DBA should be women		
	Encourage public and private business partnerships.	Council Secretary	PPA's are being spoken about but not much has been done in this area	Four partnerships per year	November 2009	
To empower women entrepreneurs through business skills and support	Facilitate skills development, access to information and finance, and business support for poor women.	DPO, CDO	There is currently no skills development and business support for women	20 women to be empowered by training and support in each district		
	In partnership with the DBA facilitate increased involvement	DBA, Council Secretary	No such support exists for women-headed companies	20 women-headed companies to be formed?		

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	of women-headed companies by raising their awareness and providing them support.	y, Planning officer				
Informal sector						
To promote equal access to markets.	Link women to growth sectors.	DCS	There are no exact statistics but women predominate in the informal sector	20 new formal businesses to be formed		
	Integrating women with partnerships, mergers etc.	CDO, DPO	Women have not been integrated in partnerships and mergers	20 increase of women in partnerships		
INFRASTRUCTURE						
Housing						
To promote the equal rights of women to land tenure	Collect gender disaggregated data on housing.	Dept of planning at local council	Such data does not exist in the council	Gender disaggregated data on housing.	DEC 2009 – Mar 2010	
	Adopt a quota system to ensure that women have equal access to land.	Dept of Planning at the local council	There is no policy existing yet	30% is the target increase in the number of women owning land	Apr 2010 – Jul 2010	
To ensure that women's needs are taken into account because they are mostly affected by inadequate housing.	Incorporate the needs of women into the residential design.	Works and Planning Dept	There is land surveying	Knowing the number of plots demarcated and allocated to the women	Aug 2010 – Oct 2010	
	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	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	Designate areas in residential areas where low-impact economic activities can be.	Provincial Physical Planning	According to Town Planning regulation	When the planning has been approved by the provincial physical planner	Jan 2011 – Apr 2011	
To introduce housing subsidies that will benefit women and give them access to housing.	To lobby government to introduce housing subsidies through the national housing authority.	Administrative Dept	No information exists on women and housing and there are no materials existing regarding policies and subsidies	Housing policy and subsidies put in place and implemented	Jan 2011 – Apr 2011	
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.	Works Dept	<ul style="list-style-type: none"> Boreholes are provided at communal level at a cost of 1.5 million kwacha 30 bores have been drilled already 	<ul style="list-style-type: none"> 80 new boreholes per year 160 new boreholes over two years 100 VIP toilets in schools 	May 2009 – Dec 2009	
	Council should respond to calls for information by those who cannot afford services and lobby for subsidies to be provided.	Works Dept	There is community sensitisation on the basic services being provided by the council		May 2009 – Dec 2010	
	Ensure that women are consulted prior to the provision of services.	Works and planning Dept	17 Community meetings were held in the 17 wards and 70% of women were in attendance and 30% men	70% of women and 30% men	Ongoing	
	Align services to the needs of women.	Planning dept	Councils have provided 30 boreholes so far and one demonstration has been done on the construction of a VIP toilet	100% of the target group is women	Ongoing	
	Involve women in the	Works	This function is performed by			

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	management and maintenance of these services and facilities.	Dept	men only			
Environmental health						
To involve women, as key stewards of the environment, in environmental preservation projects or making business ventures from the environment.	Create a forum for engaging with the community on environmental health issues and ensure that women and men are equally represented and involved in for eg. The management and disposal of waste and in recycling projects.	Administrative Dept	<ul style="list-style-type: none"> Such forums are present There are no recycling projects existing within the council 	<ul style="list-style-type: none"> 50% women and 50%men (ie 5 women and 5 men) Quarterly meeting It is measured through minutes. 	Yearly	
	Increases the frequency refuse collection.	Works Dept	Refuse is collected once a week	Once a week	Ongoing	
	Provide and maintain public toilets.	Works Dept	<ul style="list-style-type: none"> Chongwe has 4 public toilets, 1 is being constructed Kafue has 4 public toilets Luangwa has 3 public toilets. They are maintained on a daily basis 	<ul style="list-style-type: none"> 10 toilets per district Maintained on a daily basis. 	May 2009 – Dec 2009	
	Develop a gender sensitive solid waste management policy.	Planning Dept	There is no waste management policy	Waste management policy developed and implemented	Jan 2010	
To take into account the needs of women who are increasingly burdened with the responsibility of	Women's needs should be taken into account in the location of cemeteries.	Works Dept	<ul style="list-style-type: none"> Studies and a survey was done The council has started allocating new grave sites 		Started 2008	

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burying family and community members.			and one private grave site was opened about a year ago. So far the community people are happy. The ministry of local govt bought 72 hearses 1 per district to help ease transportation of dead bodies.			
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.	Planning Dept	<ul style="list-style-type: none"> There is an HIV/AIDS workplace policy There is no gender disaggregated data 	Gender disaggregated data		
	Develop gender aware HIV and AIDS public education and awareness campaign.	Planning Dept	<ul style="list-style-type: none"> There is no such campaign at present There is a HIV/AIDS workplace 	The target is the council populous so that they are aware of HIV and AIDS each department has a representative on the council committee		
	Advocate for and promote the female condom and so that women have free access to them.	Planning Dept	There are plenty female condoms in the main offices toilets and they are distributed freely.	Maintain free access to female condoms at councils offices and in public toilets	Ongoing	
To raise awareness that there is an increased risk of contracting HIV/AIDS as a result of sexual assault.	Public awareness campaigns on the links between GBV and HIV/AIDS; the red and white ribbon campaign, coupled	Planning Dept	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	Nov - Dec	

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	with ongoing awareness campaigns.					
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.	Planning Dept	The data that exists is not disaggregated.	Gender disaggregated data on the use of community and sporting facilities.		
	Ensure that every library has a section on women's literature.	Planning dept	There are no libraries currently in the districts in Luangwa it is under construction			
	Design programmes to ensure that women and men benefit equally from local authority facilities, for example promoting women in traditionally male sports, eg. Soccer and boxing.	Planning Dept	Soccer, Netball and Volleyball exists in the council programmes	Specific programmes for women	Weekly	
	Organise events and displays that celebrate women's achievements and challenge stereotypes. Encourage programmes that challenge stereotypes in all spheres, including the home. Educate parents on how their children should be socialised.	Planning Dept	Social activities like football, volleyball and netball exist and are organised over the weekends		Periodically	

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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.	Legal Comm, Establishment Comm Council	Councils have formulated workplace policies	<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.	Legal Comm, Establishment Comm, Gender Focal Point, Council	<table border="0"> <tr> <td>F</td> <td>M</td> <td></td> <td></td> </tr> <tr> <td>35%</td> <td>65%</td> <td></td> <td></td> </tr> <tr> <td>Dept</td> <td>F</td> <td>M</td> <td></td> </tr> <tr> <td>Admin</td> <td>0</td> <td>3</td> <td></td> </tr> <tr> <td>Planning</td> <td>1</td> <td>1</td> <td></td> </tr> <tr> <td>Finance</td> <td>1</td> <td>1</td> <td></td> </tr> <tr> <td>Works</td> <td>1</td> <td>3</td> <td></td> </tr> <tr> <td></td> <td>27%</td> <td>73%</td> <td></td> </tr> </table>	F	M			35%	65%			Dept	F	M		Admin	0	3		Planning	1	1		Finance	1	1		Works	1	3			27%	73%		<ul style="list-style-type: none"> Increase number of women employed by the council by 15% Increase number of women managers by 23% 	2015	
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Finance	1	1																																				
Works	1	3																																				
	27%	73%																																				
	Include women's targets as a non negotiable component of senior managers' contract.		Who is responsible for ensuring that targets are met? Is this included in their contract?	Contract																																		
	Align the work place skills Plan to the Affirmative Action plan.		No work has been done in this area	How will this be measured?																																		
	Obtain buy-in and support of the unions	Chief Administ	Union has not been approached for buy in and support	The number of gender issues the union takes to	2010																																	

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	for increased gender equity in the employment profile of the council.	rative Officer		management		
To ensure that the recruitment and selection process offers equal opportunity to women.	All job advertisements should encourage women to apply.	Chief Administrative Officer	Job advertisements do not encourage women to apply	50% of vacancies advertised should encourage women to apply	2011	
	Selection panels should be gender balanced.	Establishment Comm, Management	Selections panels are not gender balanced the make-up is 30% female 70% male	Increase the % of female on the selection panel by 20%	2011	
	Gender sensitive selection policies should apply at all time: Interviews questions and practices should not discriminate against women in any way. Experience and qualifications should both be taken into account in evaluating suitability for posts.	Selection Panel	Interviews are not gender sensitive and in some case cases there is intimidation	Introduce gender sensitive questions that do not discriminate or intimidate women and men	2011	
	Develop comprehensive employment equity plans.	Management	There is no employment equity plan	HR/ EE Policy developed and incorporated in the work of the council		
	Apply job preservation policy to meet	Management	Currently there are no women targets	50% of council workforce be reserved for female	2015	

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	women's targets.					
	Incorporate gender into structure system policies and processes.	Plans and works Finance Management	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 each year • Gender sensitive structure systems and policies 	2015 2012 2015	
To educate and train women employees, who have previously been disadvantaged, by implementing capacity-building and mentoring programmes so that they may be empowered to perform their job functions and map their intended career paths	Council should have a staff development plan and this should be adequately planned and budgeted for.	Head of Dept, Council Secretary, Establishment Comm Officer	The council does have a staff development plan	Increase by 20% the number of women employees benefiting under the current staff development budget	2012	
	Undertake a skills/ qualification audit and assessment of all municipal employees.	Chief Administrative	A skills audit been done in the past	Results of the skills audit report	2015	

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	Devise and implement a range of capacity-building options for employees and cllrs.	Council Secretary	Orientation of Cllrs and in house trainings for officers is done	<ul style="list-style-type: none"> Number of capacity building and in house trainings conducted for cllrs and council staffs in a year Number of cllrs & staffs attending trainings 	2015 2015	
	Mentoring new cllrs and employees.	Council Secretary/Chief Admin Officer	Mentoring of councillors has taken place in a limited way (One councillor has been mentored)	Workshop report Number of conflicts btwn cllrs & officers recorded	2015	
	Provide information to councillors, CBOs and community members.	DPO/Chief Admin/ Gender FPP	Information exist	Number of clients requesting for information as well as those given information	2015	
	Increase the number of learner ships available for girls.	Community Dev. Officer /Gender FPP	There is no data existing	Data on learnerships available for girls	2015	
	Identify skills needs among communities and skills gaps in key economic sectors.	DPO	No needs assessments have been taken	Number of needs assessments undertaken in communities	2011	
	Develop targeted skills development programmes.	DPO/CDO	There has been no skills development programmes designed and undertaken	Increase number of skills development programmes designed and implemented	2011	
Work conditions and environment						
To facilitate women's	Provide and	CAO	Currently there are no provisions	Allow at least 30 days	2012	

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equal participation in the workplace by providing support for parents because parenting responsibilities have continue to be the main responsibility of women.	standardise paternity leave and accompany this with a programme on responsible fatherhood. Possibly consider shared maternity and paternity leave		for paternity leave	paternity leave should be allowed		
	Meetings times should take the needs of all employees into consideration and not run too late.	Council Secretary	There is no specific policy guiding meeting times	Council policy on meeting times	2010	
	Provide child care facilities for municipal employees.	CDO	There are play parks ,libraries	Increase the number of childcare facilities and introduce new ones	2015	
	Provide flexible work arrangements for parents.	Chief Admin. Officer	There are flexible work arrangements in council	Flexible work arrangements introduce	2011	
Address issues of sexual harassment in the council.	Develop and implement a sexual harassment policy (SHP).	Gender FPP	There is no sexual harassment policy in place	Sexual harassment policy developed and implemented in the council		
	Workplace education and awareness on the SHP	Gender FPP	There has been no awareness on sexual harassment in the council	Number of awareness trainings conducted, number of participants		
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	DPO	The current mission and vision statement does not mention gender	Mission and vision statements in the next Strategic Plan should include a gender aspect	2010-2016	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	aware.					
	Consult with both women and men when drawing up plans.	DPO	Consultations with women and men have been held in the past	<ul style="list-style-type: none"> Equal participation by both male & female during consultations Hold at 3 consultative meetings 		
	Councils should administer customer satisfaction surveys that are disaggregated and analysed according to gender.	DPO	There have been no customer satisfaction surveys been administered in the past	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.	Legal & Establishment committee	A gender specialist has not been recruited	Gender FPP appointed.	2011	
	Senior managers must take ultimate responsibility for gender mainstreaming within the administration.	HODs	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.	CAO	Councils do not have gender as a standing item on the management committee meeting agenda	Incorporate gender on management meetings agendas	2010	
	Include a gender component on the Finance and General Purposes committee /	Chairperson, Gender Focal	There is no committee in Council responsible for gender	Gender equality committee established.	2011	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	Establish a gender committee comprising councillors and other stakeholders to ensure political oversight for gender mainstreaming in the work of local government.	Point				
	Gender machinery to prepare their own strategic plans.	GFPP	There is no GMS thus no strategic plan	Strategy and action plan adopted.		
	Establish linkages with gender machinery in other municipalities.	GFPP	Linkages have been established at the Provincial level	GMS Networked		
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.	DPO GFPP	Sex disaggregated data does not exist	All statistics disaggregated by gender.	2011	
	Gender indicators to be formulated for each department/ programme and HR management.	HOD	There are no gender KPIs in the council score card	Gender KPIs integrated into council score card.	2011	
	Recommend resource allocation (specific budget line) for initiatives that will promote gender equality, including fighting gender violence and HIV and AIDS).	FLGP	The action plan has not been costed	Costing of this action plan.	2012	
	Ensure that	DT/GFP	Departments do not allocate	% of resources allocated for	2011	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	departments allocate resources to gender priorities.	P/DPO	resources to gender priorities	gender priorities		
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.	GFFP/ HODs	No training of the gender machinery has been done	At least 3 workshops,100 trainees	2012	
	Liaise with service providers to provide training programmes.	GFFP/ DPO	No training has been done in the past	Number of trainings conducted by service providers, training reports	2012	
	Facilitate training programmes among councillors, officials and community groups.	GFFP/ DPO	No training has been done in the past	Number of trainings conducted ,number of trainees	2012	
	Assess impact of training.	DPO/ GFPP	No training has been done in the past	Attitudes towards gender self assessment exams		
	Gender sensitivity, analysis training for both male and female councillors and officers.	DPO/ GFPP	No training has been done in the past	21 cllrs and 30 staffs trained	2011	
To raise awareness on gender issues and challenge the belief that gender is a "women's issue".	Compile a calendar of special gender events and campaigns. Engage in campaigns to raise the profile of gender eg Women's Day, Father's Day, Sixteen Days campaign.	DPO/ GFFP	Women's day events and activities have been undertaken in the past	<ul style="list-style-type: none"> Number of women participating in the local authority Resources allocated for this day 		
	Prepare pamphlets,	DPO/	No materials have been	Number of adverts and		

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	advertising, posters, logo etc.	GFFP	developed in the past	pamphlets		
	Run competitions, sporting activities that challenge stereotypes.	GFFP/ DPO	No such activities been done in the past	Two sporting activities	2011	