

**Annex D: Gender Action Plan**

**GENDER ACTION PLAN FOR ROLL OUT IN LOCAL COUNCIL IN NORTHWESTERN PROVINCE**

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
<b>I. GOVERNANCE</b>						
<b>Representation</b>						
To increase the representation of women councillors in the next elections to ensure that the SADC target of 50% women in local government is achieved by 2015.	Council lobby Government to publicly commit to achieving parity between male and female councillors – through mobilisation of women as candidates.	Dept of Admin	Average 4.5% Chavuma 0/13 Zambezi 1/16 Kabompo 2/22 Kasempa 0/22 Mufumbwe 1/16 Mwinilunga 2/22 Solwezi 0/22	45 % 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	<ul style="list-style-type: none"> <li>There are 43% of women placed at a local level, used for campaigns.</li> <li>No provision in the legislatures reserved for women</li> <li>Men are still in the majority in all political parties especially in the decision making positions</li> </ul>	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	Three meetings – introductory follow up and finalisation	2010	
To ensure that women are equally represented in	Compile and update statistics on women in	Dept of Admin	Such statistics have not been compiled in the past	Sex disaggregated statistics on women in leadership	2010	

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leadership positions in the Council.	leadership positions in local government including management and other committees.			positions in local government.		
	Request a circular from the Ministry of Local Government that regulates women being placed in leadership positions	Dept of Admin	No such request been made in the past	This should be made by end November 2009 and implemented immediately	2010	
	Take measures to ensure equal representation of women in leadership positions in council.	Dept of Admin	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	Dept of Admin	There are no coaching or mentoring programmes in councils	Three coaching/ mentoring programmes in each council	2012	
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 YWCA in the past on such awareness raising in the past	A meeting in each ward	2010	
	Sensitisation programmes and hold dialogues that address the causes of 'pull her down' syndrome to promote better	Dept of Admin	No such dialogues have been held	Three meetings a year (before next elections) with women in communities	2010	

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	understanding of this phenomenon					
	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 in past	Use district development coordinating committee meetings as a platform (quarterly)	2010	
<b>Participation</b>						
To increase participation by women because their concerns are often sidelined or overshadowed by political party concerns.	Establish a multi party women's caucus	Dept of Admin	There is no multi party women's caucus	Multiparty women's caucus established and functioning	2010	
	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"> <li>There is a relationship with the UCLGA.</li> <li>A Women's Commission has not yet been established</li> </ul>	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 e.g. 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	two refresher courses in the five year term	2012	

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			gender			
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 no training no gender in the past	On 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	Immediately	
<b>Community mobilisation</b>						
To ensure that women and men participate equally in community matters and that policy making is informed by accurate data.	Collect, disaggregate and analyse data on communities.	Dept of Admin/CDO	The data exists but councils have not made use of it	Gender disaggregated data on the community.	2010	
	Encourage men to participate in public meetings and on issues that are traditionally considered to be only of concern to women.	Dept of CDO	There are no statistics on participation in public meetings	<ul style="list-style-type: none"> <li>Sex disaggregated on community meetings</li> <li>More men participate in meetings</li> </ul>	2010	
	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	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 Luvale, Kaonde, Mbundu	ongoing	
To ensure that women are consulted equally in policy-making processes.	Conduct specialised participation exercises for women, including	Dept of Admin	Consultative meetings do not happen on a regular basis	2 consultative meetings a year with equal numbers of women and men		

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	adult education			participating		
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	One meeting to be called by the ward committee each year		
<b>Early learning</b>						
To provide affordable child care to free women to participate in the labour force,	Greater coordination between the Council and Ministry of Education in provision of quality early childhood development facilities.	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	2011	
	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	Dept of Admin	No such data has been collected before	Sex disaggregated data on childcare needs	2010	
<b>III. GENDER IN EXISTING PROGRAMMES</b>						
<b>Security and emergency services</b>						
To address issues of safety within communities that affect women disproportionately especially in informal	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"> <li>No streets are named in the districts</li> </ul>	All streets should be named	2011	

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settlements.	Council to establish a disaster management plan which should include counselling to victims of disasters.	Dept of Admin/P lanning	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"> <li>• Shoprite Checkers</li> <li>• Lumwana mine</li> </ul>	When necessary	
	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	In progress	
	Establish community policing posts	Dept of Admin	There are a number of community policing posts established through the CDF supported by the council	<ul style="list-style-type: none"> <li>• Continued support for community policing posts</li> <li>• 2 posts in wards with high populations</li> <li>• 1 post in wards with lower populations</li> </ul>	Ongoing	
To educate women and to 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 Admin/P lanning/ Works	No education or training has been done in the past	One education programme in each ward or two in densely populated areas	ongoing	
<b>The economy and job creation</b>						
To facilitate equal employment opportunities because women are	Set and monitor specific targets to ensure gender parity in employment	Dept of Admin	<ul style="list-style-type: none"> <li>• There are no specific targets to ensure gender parity in employment opportunities</li> </ul>	<ul style="list-style-type: none"> <li>• Employment policy that sets specific targets for gender equality</li> </ul>	2010	

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disproportionately affected by high levels of unemployment	opportunities created by local government.		created by local government. • Men are still in the majority in council employment	• 40% of opportunities should go to women		
	Create a vote item in the budget specifically related to women's empowerment. Community identifies projects that qualify for funding	Dept of Admin	There is no such vote item	At least one 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 successful	2010	
	Inform women about economic opportunities and the economic empowerment fund	Dept of Admin	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	Dept of CDO	No such data has been collected in the past	Availability of gender disaggregated data.	2011	
To promote equal representation of women in the tourism industry	Facilitate development and entry of women into the tourism industry e.g. Provision of land to women in the industry	Dept of Planning	Many of the lodges in the Province are owned by men	increase the numbers of women participating in the tourism industry	Ongoing	
<b>Procurement</b>						
To ensure that women	Facilitate increased	Dept of	This has not been affectively	40 % of all tenders should be	ongoing	

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benefit equally from the procurement process which they have historically been excluded from.	involvement of women contractors by raising their awareness and providing them support and training on tender procedures.	Admin	addressed in the past	allocated to women		
	Implement and monitor quotas for women for the awarding of council contracts	Dept of Admin	More men than women are awarded contracts. There is no point or quota system,	40 % 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	
<b>Poverty eradication</b>						
To develop a gender sensitive strategy to address the high levels of poverty that affect mainly women especially women headed households and align it with the planning unit in the Ministry of	Interpret the poverty reduction strategy to ensure that it makes explicit mention of women and female-headed households.	Dept of planning	<ul style="list-style-type: none"> <li>All the districts in the province have a poverty reduction strategy</li> <li>Current poverty data is not disaggregated by sex</li> </ul>	<ul style="list-style-type: none"> <li>Develop a Poverty reduction strategy which makes explicit mention of women</li> <li>Poverty statistics are disaggregated by sex</li> </ul>	2010	
	Facilitate the implementation of	Dept of CDO	Current income generating projects include gardening,	<ul style="list-style-type: none"> <li>Linking these projects to bigger markets</li> </ul>	ongoing	



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Finance	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		chicken and goat rearing, bee keeping and tailoring	<ul style="list-style-type: none"> <li>Monitoring and evaluation systems which measure actual impact</li> </ul>		
	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	
<b>Business support</b>						
To promote women's participation in the business sector where they are poorly represented	Link women's small businesses with opportunities in the value chains of growth sectors.	Dept of Admin	<ul style="list-style-type: none"> <li>No exact statistics but it is about 1:5men to women</li> <li>There has been no concerted effort to link women to value chains</li> </ul>	Levels of participation should increase to 40% for women	ongoing	
	Ensure that the district business association (DBA) is representative and raise awareness of the DBA among communities. Celebrate best practices.	Dept of Admin/Planning/DBA	<ul style="list-style-type: none"> <li>All the DBA in the districts consists mainly of men</li> </ul>	40% of the DBA should be women	2010	
	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,	Dept of CDO/Planning	There is currently no skills development and business support for women	20 women to be empowered by training and support in each district	2010	

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	and business support for poor women.					
	In partnership with the DBA facilitate increased involvement of women-headed companies by raising their awareness and providing them support.	Dept of Admin/P lanning	No such support exists for women-headed companies	10 women-headed companies to be formed?	2010	
<b>Informal sector</b>						
To promote equal access to markets.	Link women to growth sectors.	Dept of Admin	There are no exact statistics but women predominate in the informal sector	10 new formal businesses to be formed	2010	
	Integrating women with partnerships, mergers etc.	Dept of Admin	Women have not been integrated in partnerships and mergers	30 increase of women in partnerships	ongoing	
<b>INFRASTRUCTURE</b>						
<b>Housing</b>						
To promote the equal rights of women to land tenure	Collect gender disaggregated data on housing.	Dept of planning	Such 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 no policy existing yet	30% is the target increase in the number of women owning land	ongoing	
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.	Dept of Works/P lanning	There is land surveying	Knowing the number of plots demarcated and allocated to the women	ongoing	
	Identify unsatisfactory living environments and formulate recommendations for	Dept of Works/P lanning	There has been no assessment of living environment.	Living environment assessment results	2011	

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	their improvement.					
	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	2011	
To introduce housing subsidies that will benefit women and give them access to housing.	To lobby government to introduce housing subsidies through the national housing authority.	Dept of Admin	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	2011	
<b>Water, sanitation and electricity</b>						
To ensure that women, who are disproportionately affected by inadequate service delivery, are provided with affordable access to basic services	Provide affordable services to poor households.	Dept of Works	<ul style="list-style-type: none"> <li>Services currently being provided are water and sanitation</li> <li>Cost is K2500/month/household</li> </ul>	75% water and sanitation provision	ongoing	
	Council should respond to calls for information by those who cannot afford services and lobby for subsidies to be provided.	Dept of Works/Engineering	<ul style="list-style-type: none"> <li>Baseline survey was done in all the districts.</li> <li>Data bank for water and sanitation has been established</li> <li>114 boreholes were drilled in Kasempa</li> <li>50 boreholes were rehabilitated in Solwezi</li> <li>Water reticulation system was constructed in Solwezi</li> <li>250 VIP toilets were constructed in Solwezi</li> <li>10 Ecosan were constructed as pilot in Mufumbwe</li> <li>147 boreholes were drilled in Kabompo</li> </ul>	Every household must have safe access to water and sanitation	2014	

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	Ensure that women are consulted prior to the provision of services.	Dept of works	Consultation is done through community meetings	75% of women participation	Ongoing	
	Align services to the needs of women.	Dept of Planning	The current state of services being provided is general	50% alignment of services to the needs of women	Ongoing	
	Involve women in the management and maintenance of these services and facilities.	Works Dept	Trained 50 women and 50 men as pump minders	50% women in involvement	ongoing	
<b>Environmental health</b>						
To involve women, as key stewards of the environment, in environmental preservation projects or making business ventures from the environment.	Create a forum for engaging with the community on environmental health issues and ensure that women and men are equally represented and involved in for e.g. the management and disposal of waste and in recycling projects.	Dept of planning	DWASHE committee The recycling projects exists	<ul style="list-style-type: none"> <li>• 50% representation of men and women</li> <li>• monthly meeting</li> <li>• Minutes of the meetings.</li> </ul>	ongoing	
	Increase the frequency refuse collection.	Works Dept	Refuse is collected once a week	Daily	Ongoing	
	Provide and maintain public toilets.	Dept of Engineering	<ul style="list-style-type: none"> <li>• 10 public toilets in Solwezi</li> <li>• 3 public toilets in Zambezi</li> <li>• 2 public toilets and 1 under construction in Mufumbwe.</li> <li>• 4 public toilets in mwinilunga</li> <li>• 4 public toilets in Kasempa</li> <li>• 2 public toilets in Kabompo</li> <li>• 2 public toilets in Chavuma</li> <li>• They are maintained</li> </ul>	<ul style="list-style-type: none"> <li>• 5 public toilets for small district</li> <li>• 20 for bigger districts</li> <li>• Maintained on a daily basis.</li> </ul>	Ongoing	

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	Develop a gender sensitive solid waste management policy.	Dept of Works	There is a waste management policy	75% solid waste free environment	2014	
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/Social services	<ul style="list-style-type: none"> <li>No studies/survey has been conducted on the needs of women</li> </ul>	<ul style="list-style-type: none"> <li>Hold consultative forums in each district</li> <li>Results of customer satisfaction survey</li> </ul>	ongoing	
<b>HIV and AIDS</b>						
<b>Prevention</b>						
To establish the gendered dimensions of HIV/AIDS and raise awareness on the disease in the council.	Gender disaggregated data on HIV/AIDS for the council; integrate gender considerations local in HIV/AIDS programmes.	Dept of Planning	No statistics	Gender disaggregated data	2012	
	Develop gender aware HIV and AIDS public education and awareness campaign.	Dept of Planning	<ul style="list-style-type: none"> <li>Yes there are such campaign at present</li> <li>There is a HIV/AIDS workplace</li> </ul>	<ul style="list-style-type: none"> <li>Community</li> <li>The whole community reached</li> <li>How many people reached over</li> <li>It will be coordinated through the DATFs</li> </ul>	ongoing	
	Advocate for and promote the female condom and so that women have free access to them.	Dept of Planning	Female condoms are not readily available Only found in bigger towns at a minimal fee.	100% increase in number of female condoms available for use by women	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	Dept of Planning /Social Services	<ul style="list-style-type: none"> <li>The council has actively participated in the awareness campaigns.</li> </ul>	<ul style="list-style-type: none"> <li>The target is the whole community.</li> <li>Through DATF reports</li> </ul>	Ongoing	

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	white ribbon campaign, coupled with ongoing awareness campaigns.		<ul style="list-style-type: none"> <li>Yes the council has actively participated and promoted the 16 days campaign in the past</li> </ul>	<ul style="list-style-type: none"> <li>Community behaviour change</li> </ul>		
<b>Social development</b>						
To make community and sporting facilities more accessible to women and girls and ensure that they benefit equally from such facilities.	Collect gender disaggregated data on the use of council community and sporting facilities.	Dept of planning	Data does not exist	Gender disaggregated data on the use of community and sporting facilities.	Periodically	
	Ensure that every library has a section on women's literature.	Dept of planning	There are such facilities in the existing libraries	Each district to have a council library	2011	
	Design programmes to ensure that women and men benefit equally from local authority facilities, for example promoting women in traditionally male sports, e.g. Soccer and boxing.	Dept of Social Services /planning	Such programmes do not exist	<ul style="list-style-type: none"> <li>Introduce such programmes in districts</li> <li>Enhance women participation</li> <li>Number of women participating</li> </ul>	Periodically	
<b>IV. EMPLOYMENT PRACTICES AND ENVIRONMENT</b>						
To increase the representation of women employed in the council.	Adopt the SADC target of 50% women in all areas of leadership and employment by 2015. Explicitly prioritise gender equity in performance plans.	CAO	No steps have been taken to prioritise gender equity in the employment practices of the council.	<ul style="list-style-type: none"> <li>Performance plans explicitly mention gender equity</li> <li>50% women in all areas of employment by 2015</li> </ul>	2015	
	Address gender imbalances in departments – increase number of women	CAO	<ul style="list-style-type: none"> <li>F 40% M 60%</li> <li>50/50 women and men in</li> </ul>	<ul style="list-style-type: none"> <li>50% increase in the number of women employed by the council</li> <li>50% increase in</li> </ul>	2015	

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	employed overall as well as increase the number of women in senior and management positions and address the departments where the greatest imbalances exist.		managerial positions in Solwezi <ul style="list-style-type: none"> <li>• 20% women and 80% men in managerial positions in Zambezi</li> <li>• 100% men in managerial positions in Chavuma</li> <li>• 100% men in managerial positions in Mwinilunga</li> <li>• 13%women and 87% men in managerial positions in Mufumbwe</li> <li>• 10% women and 90% men in managerial positions in Kasempa</li> <li>• 25% women and 75% men in managerial positions in Kabompo</li> <li>• 50/50 women and men</li> <li>• 50/50 men and women in managerial positions</li> </ul>	management positions and departments		
	Include women's targets as a non negotiable component of senior managers' contract.	CAO	The DA/DCS currently it is not included in their contract	Contract	2010	
	Obtain buy-in and support of the unions for increased gender equity in the employment profile of the council.	CAO	Unions have been approached for buy in and support	The number of gender issues the union takes to management Monthly labour returns	ongoing	

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To ensure that the recruitment and selection process offers equal opportunity to women.	All job advertisements should encourage women to apply.	CAO	Job advertisements do not encourage women to apply	50% of vacancies advertised should encourage women to apply	2011	
	Selection panels should be gender balanced.	DA	Selections panels are not gender balanced the make-up is 30% female 70% male	Increase the % of female on the selection panel by 40%	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.	CAO	Interviews are gender sensitive	Develop and implement gender sensitive policies	2010	
	Develop comprehensive employment equity plans.	CAO	<ul style="list-style-type: none"> <li>There is an employment Act which is a government statutory instrument 115</li> <li>The employment equity plan does not exist.</li> </ul>	Develop HR/ EE Policy and incorporated in the work of the council	2011	
	Apply job preservation policy to meet women's targets.	Dept of Admin	There is a training policy with attached budget	Ensure conformity of HR/EE policy	ongoing	
	Incorporate gender into structure system policies and processes.	Dept of Admin	Gender has been incorporated in the land acquisition processes, allocation of market stores, sponsoring of female Officers for	<ul style="list-style-type: none"> <li>Gender sensitive structure and systems and policies</li> </ul>	Already in existence	



STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
			trainings			
To educate and train women employees, who have previously been disadvantaged, by implementing capacity-building and mentoring programmes so that they may be empowered to perform their job functions and map their intended career paths	Council should have a staff development plan and this should be adequately planned and budgeted for.	Dept of Admin	The councils in the province have a staff development plan	50% women capacitated to take up senior positions	Already in existence	
	Undertake a skills/ qualification audit and assessment of all municipal employees.	Dept of Admin	A skills audit been done in all the councils in the province	Results of the skills audit report	2010	
	Devise and implement a range of capacity-building options for employees and cllrs.	Dept of Admin	Orientation of Cllrs and in house trainings for officers is done	<ul style="list-style-type: none"> <li>• Number of cllrs and employees trained in a year</li> <li>• Performance appraisals</li> <li>• Education tours reports</li> <li>• Workshop reports</li> </ul>	ongoing	
	Mentoring new cllrs and employees.	Dept of Admin	Councillors are mentored for a week after their induction	<ul style="list-style-type: none"> <li>• Orientation report</li> <li>• Number of cllrs oriented</li> </ul>	ongoing	
	Provide information to councillors, CBOs and community members.	Dept of Admin	Yes information does exist in the registry	<ul style="list-style-type: none"> <li>• Number of clients requesting for information</li> <li>• Information being disseminated</li> <li>• Departmental reports</li> </ul>	ongoing	
	Increase the number of learner ships available for girls.	Dept of Admin	There is no data existing	Data on learnerships available for girls	2015	
	Identify skills needs among communities and	Dept of Planning	Needs assessments was done	Needs assessment report Number of needs	Already in existence	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	skills gaps in key economic sectors.			assessments done The results of the needs assessments		
	Develop targeted skills development programmes.	Dept of Planning	The skills development was done	<ul style="list-style-type: none"> <li>• Increase number of skills development programmes</li> <li>• Number of trainees</li> <li>• Trainee reports</li> </ul>	ongoing	
<b>Work conditions and environment</b>						
To facilitate women's equal participation in the workplace by providing support for parents because parenting responsibilities have continue to be the main responsibility of women.	Provide and standardise paternity leave and accompany this with a programme on responsible fatherhood. Possibly consider shared maternity and paternity leave	Dept of Admin	Currently there are no provisions for paternity leave	Allow 30 working days as paternity leave	periodically	
	Meetings times should take the needs of all employees into consideration and not run too late.	Dept of Admin	There is no meeting policy	Develop a workplace policy on meeting times	2010	
	Provide child care facilities for municipal employees.	Dept of Admin	Currently there is no formal arrangement for parents	There is need to formulate formal arrangements for parents	2011	
	Provide flexible work arrangements for parents.	Dept of Admin	There are flexible work arrangements in council	Flexible work arrangements enhanced	ongoing	
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	<ul style="list-style-type: none"> <li>• Develop a Sexual harassment policy</li> <li>• Implementation of the</li> </ul>	2011	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
				SHP		
	Workplace education and awareness on the SHP	Dept of Admin	There has been no awareness on sexual harassment in the council	<ul style="list-style-type: none"> <li>Number of awareness trainings conducted</li> <li>Number of participants</li> </ul>	2010	
<b>V. GENDER MANAGEMENT SYSTEM</b>						
<b>Planning</b>						
To ensure that women are consulted about their needs when drawing up plans for the council.	Adapt the vision and mission statement of the council to ensure that it is gender aware.	Dept of Admin	The current mission and vision statement is silent on gender	Revise the current mission and vision statement to be gender aware	2010-2014	
	Consult with both women and men when drawing up plans.	Dept of Planning	Yes such consultations have taken place	<ul style="list-style-type: none"> <li>Encourage participatory planning</li> <li>Men and women</li> <li>Hold 3 consultative meetings per district</li> </ul>	Already done	
	Councils should administer customer satisfaction surveys that are disaggregated and analysed according to gender.	Dept of planning	No such customer satisfaction surveys have been administered	<ul style="list-style-type: none"> <li>Regulate customer satisfaction surveys</li> <li>4 surveys</li> <li>quarterly</li> </ul>	periodically	
<b>Gender structures</b>						
To establish structures that constitute the gender machinery and to ensure that they have the authority to carry out their work and to obtain the commitment of all managers.	Recruit/appoint gender focal point.	CAO	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 planning	DPO/CDO is currently responsible for gender in the council	<ul style="list-style-type: none"> <li>GMS established</li> <li>Vested with authority Strategy, plan and resources.</li> </ul>	2011	
	Gender should be a standing item on the agenda of management	Dept of Admin	No item has been put on the management committee meeting agenda	Internalise gender on management meetings	2010	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	committee meetings.					
	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	Yes there is a subcommittee in Council responsible for gender	Gender equality committee established.	2010	
	Gender machinery to prepare their own strategic plans.	Dept of planning /GFPP	The GMS does not have a strategic plan	Develop and adopt a strategy and action plan	2010	
	Establish linkages with gender machinery in other municipalities.	Dept of planning /GFPP	No linkages have been established at the Provincial level	GMS Networked	2010	
<b>Budget, monitoring and evaluation</b>						
To make use of gender disaggregated data for monitoring and evaluation to ensure that gender equality is being strived for. To ensure that resources are being allocated to gender priorities.	Obtain sex-disaggregated data.	Dept of Planning	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 Planning	There are no gender KPIs in the council score card	Gender KPIs integrated into council score card.	2010	
	Recommend resource allocation (specific budget line) for initiatives that will promote gender	Dept of Finance	The action plan has not been costed	Costing of this action plan.	2010	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	equality, including fighting gender violence and HIV and AIDS).					
	Ensure that departments allocate resources to gender priorities.	Dept of Finance	Departments do not allocate resources to gender priorities	<ul style="list-style-type: none"> <li>Budget tracking and evaluation</li> <li>Resource allocation</li> </ul>	ongoing	
<b>Capacity building</b>						
To ensure that training is done to educate all employees and community groups on gender.	Facilitate skills training for members of gender machinery.	Dept of Admin	No training of the gender machinery has been done	<ul style="list-style-type: none"> <li>4 training workshop per district</li> <li>25 trainees per session</li> </ul>	2012	
	Liaise with service providers to provide training programmes.	Dept of Admin	No training has been done	<ul style="list-style-type: none"> <li>Identify training needs</li> <li>Identify trainees</li> <li>Identify service providers</li> <li>Number of service providers identified</li> <li>Training needs identified</li> </ul>	2011	
	Facilitate training programmes among councillors, officials and community groups.	Dept of Admin	No training has been done	Number of trainings conducted Number of trainees	2011	
	Assess impact of training.	Dept of Admin	No training has been done	Number of cllrs, officials and community groups trained	2012	
	Gender sensitivity, analysis training for both male and female councillors and officers.	Dept of Admin	No training has been done in the	Number of cllrs, officials and community groups trained	2011	
To raise awareness on gender issues and challenge the belief that gender is a "women's	Compile a calendar of special gender events and campaigns. Engage in campaigns to raise	Dept of Admin	The councils in the province has participated in the 16 days and the international women's day	<ul style="list-style-type: none"> <li>Knowledge about gender</li> <li>Number of campaigns conducted</li> <li>Number of events</li> </ul>	periodically	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
issue”.	the profile of gender e.g. Women’s Day, Father’s Day, Sixteen Days campaign.			participated in		
	Prepare pamphlets, advertising, posters, logo etc.	Dept of Admin	No materials have been developed in the past	<ul style="list-style-type: none"> <li>• Develop IEC materials</li> <li>• Number of IEC materials produced and distributed</li> </ul>	2010	
	Run competitions, sporting activities that challenge stereotypes.	Dept of Admin	No such activities been done in the past	<ul style="list-style-type: none"> <li>• Conducting competitions and sporting activities</li> <li>• Number of competitions and sporting activities conducted</li> </ul>	2010	