

Annex D: Gender Action Plan

GENDER ACTION PLAN FOR ROLL OUT IN LOCAL COUNCIL IN SOUTHERN 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.	Dept of Admin	Monze - 0% Siavonga – 0% Mazambuka – 0% Sinazongwe Livingstone Namwala Gwembe Itezhi-Itezh Kazungula	30 % increase of women's representation 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 especially in the decision making positions	50 % increase of women representation by 2011	2011	
	Engage with Traditional Authorities on women's representation in local politics.	Dept of planning /Admin	No such engagement has taken place with traditional authorities	Local communities 3 quarterly Through adoptions and election results	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/P lanning	Yes Data is available but not disaggregated	Sex disaggregated statistics on women in leadership positions in local government.	2010	
	Request a circular from	Dept Of	No such request been made in	This request should be made	2010	

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	the Ministry of Local Government that regulates women being placed in leadership positions	Admin	the past	by January 2010		
	Take measures to ensure equal representation of women in leadership positions in council.	Dept of Planning /Admin	80% of the leadership positions in all the councils are currently held by men.	50% of all leadership positions to be held by women.	2012	
	Encourage women to participate by mentoring and coaching them into these roles	Dept of Planning /Admin	A mentoring and coaching programme was initiated in councils but it has not been very effective	Two coaching/ mentoring programmes in each council per year	As when recruited	
To educate communities and raise awareness about the importance of women's equal representation in local councils	Raise awareness in communities on the importance of women being equally represented in local politics and the importance of voting for women.	Dept of Planning /Admin	No such awareness has been done	<ul style="list-style-type: none"> • 2 meetings a year • Local community • All the communities in 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 Planning /Admin	No such dialogues have been held	3 meetings a year with women in communities	2010	
Participation						
To increase participation by women because their	Establish a multi party women's caucus	Dept of Admin/	There is no multi party women's caucus	1 multiparty women's caucus established in all the districts	2010	

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concerns are often sidelined or overshadowed by political party concerns.		women cllrs				
	Improve partnerships with organisations such as the UCLGA and launch a Women's Commission through the LGAZ	Dept of Planning /LGAZ	<ul style="list-style-type: none"> There is a relationship with the LGAZ. A Women's Commission has not yet been established 	1 women's Commission established in the province	2010	
	Network with other local, national and provincial women's caucuses.	Dept of Admin/ Women's caucus	No networking has been done with other women's caucus	External links established	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 Planning	<ul style="list-style-type: none"> Yes through the CDF appraisal system Knitting, Tie and Dye 	<ul style="list-style-type: none"> Data on the specific skills of councillors. Establish targets for training needs on outcome of audit 	2011	
	Induction programmes for new councillors with follow up refresher courses.	Dept of Admin	<ul style="list-style-type: none"> There is a week-long councillor's orientation workshop. There are no refresher courses and no specific training on gender 	<ul style="list-style-type: none"> All cllrs elected Once a year 	2011	
To empower men on gender issues and mobilise their support.	Gender training workshops for male and female councillors and officials.	Dept of Admin	3 gender training trainings were done in the past two years	<ul style="list-style-type: none"> 30% men in attendance 70% women in attendance participated from the 72 councils 	Already done	
	Gender dialogues with male Councillors and officials.	Dept of Admin	Yes one dialogue was held	<ul style="list-style-type: none"> One gender dialogue a month feedback after every 	2010	

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				<ul style="list-style-type: none"> dialogue one training on gender dialogue a year 		
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 planning	Data on election of ADCs, RDCs and Market committees exists but not disaggregated	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"> Sex disaggregated on community meetings More men participate in meetings 	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	<ul style="list-style-type: none"> Brochures and pamphlets on HIV and AIDS have been disseminated in the past in Tonga and English Information on employment, debtor and creditors exists in English 	<ul style="list-style-type: none"> The local community in the province Information on 30% land availability for women, housing and employment opportunities and HIV and AIDS in English, Tonga, Nyanja and Lozi 	2010	
To ensure that women are consulted equally in policy-making processes.	Conduct specialised participation exercises for women, including adult education	Dept of Planning /CDO	There is no information on consultative meetings	2 consultative meetings a year with equal numbers of women and men participating	2011	
To mobilise men at local level and ensure that they do not feel threatened by gender equality.	Conduct workshops with men's groups.	Dept of CDO/finance	No such workshops been conducted with men's groups in the past	One meeting to be called by the ward committee each year	2010	

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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,	<table border="0"> <tr> <td>Named</td> <td>Not named</td> </tr> <tr> <td>Monze 17</td> <td>8</td> </tr> <tr> <td>Siavonga 27</td> <td>7</td> </tr> <tr> <td>Kalomo 12</td> <td>20</td> </tr> <tr> <td>Namwala 24</td> <td>7</td> </tr> <tr> <td>Livingstone 50</td> <td></td> </tr> <tr> <td>Mazambuaka 5</td> <td></td> </tr> <tr> <td>Kazungula 0</td> <td></td> </tr> <tr> <td>Gwembe 0</td> <td></td> </tr> <tr> <td>Choma</td> <td></td> </tr> </table>	Named	Not named	Monze 17	8	Siavonga 27	7	Kalomo 12	20	Namwala 24	7	Livingstone 50		Mazambuaka 5		Kazungula 0		Gwembe 0		Choma		All streets should be named in the districts	2010	
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Council to establish a disaster management plan which should include counselling to victims of disasters.	Dept of Planning /CDO/P HSS	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 Admin/C DO	Yes support has been rendered by the business community in the past	To lobby the following associations: <ul style="list-style-type: none"> Southern Business forum District business association Tourism association service club 	When necessary																						
Enforce building regulations to ensure adequate spacing between buildings.	Dept of Works	There are building regulations and policies, the town and country act, public health act and market act but they are not being enforced	Works department should ensure that regulations are adhered to	In progress																						
Establish community policing posts	Dept of works/Planning/ Admin	There are a number of community policing posts established	<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.	Dept of works/C DO	No education or training has been done in the past	One education programme in each ward or two in densely populated areas	ongoing	
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 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	Dept of Admin/F inance	There is no such vote item	<ul style="list-style-type: none"> Create a vote to target women with low income, Women with special needs At least two women's project per ward per year in all the districts 	Immediately	
	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	Immediately	

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	Inform women about economic opportunities and the economic empowerment fund	Dept of Admin/planning	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 planning / 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 /Works	Many of the lodges in the Province are owned by men There is no specific data captured	increase the numbers of women participating in the tourism industry by 50%	Ongoing	
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	There has been no information available and has not been affectively addressed in the past but it is now going to be an item of the agenda of the district tender committee	50 % of all tenders should be allocated to women	2011	
	Implement and monitor quotas for women for the awarding of council contracts	Dept of Admin	More men than women are awarded contracts. There is no point / quota system,	Deliberate 20 % non negotiable award to be put in place for women bidding and 80% to all bidders (men and women)	2011	
	Lobby local government for procurement committee regulations should be changed to ensure that 50% of those sitting on the tender board that	Dept of Admin	Women not equally represented on tender committees	50% women on the tender board.	2012	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	awards contracts are women.					
	Encourage and affirm larger businesses that sub-contract women-owned enterprises.	Dept of Admin	No such incentives exist	Point system implemented	2011	
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 /CDO	<ul style="list-style-type: none"> District poverty reduction strategy in place 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 Reduced poverty levels by 20% 	2013	
	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/Planning	Current income generating projects include Women in mining Women in farming Women in tourism Women in fishing Success story November award for best female farmer of the year	<ul style="list-style-type: none"> Number of women participating in these sectors Increased % of number of women participation and allocation of resources Number of women trained in sustainable livelihood 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 e.g. CDF, Microfinance and	<ul style="list-style-type: none"> Council provides space/land in the community free of charge Number of CBO/NGOs 	ongoing	

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			Banks	providing support to households		
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/Planning	There has been no concerted effort to link women to value chains	Levels of participation should increase to 40% for women	2011	
	Ensure that the district business association (DBA) is representative and raise awareness of the DBA among communities. Celebrate best practices.	Dept of Admin/Planning	30% women involved in DBA in all Districts	50% of the DBA should be women	2011	
	Encourage public and private business partnerships.	Dept of Admin/Planning	PPA's exist, roads are being worked on and infrastructure is being renovated in most of the districts of the province	Four 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/Admin	There is currently no skills development and business support for women	30% women to be empowered by training and support in each district	2011	
	In partnership with the DBA facilitate increased involvement of women-headed companies by raising their awareness and providing them support.	DBA, Council Secretary, Planning officer	Yes but no such data exists for women-headed companies	<ul style="list-style-type: none"> Data on female headed companies Increase by half of the existing number of women headed companies 	2011	
Informal sector						

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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	20% of women in the informal sector to register business	ongoing	
	Integrating women with partnerships, mergers etc.	Dept of CDO/planning	Yes women have 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	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	30% policy women access land	50% is the target increase in the number of women owning land	2015	
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.	PWDSS Committee	There is land surveying	50% target increase of plots demarcated and allocated to the women	2012	
	Identify unsatisfactory living environments and formulate recommendations for their improvement.	Works and Planning Dept	There has been no assessment of living environment.	Living environment assessment results	Feb 2011	
	Designate areas in residential areas where low-impact economic activities can be.	Dept of planning	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	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
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 Works	<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.	Dept of Works	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.	Dept of Works/P lanning	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.	Dept of Planning	Councils have provided 30 boreholes so far and one demonstration has been done on the construction of a VIP toilet	100% of the target group is women	Ongoing	
	Involve women in the management and maintenance of these services and facilities.	Dept of Works	This function is performed by men 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	Dept of Admin	<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 (i.e. 5 women and 5 men) Quarterly meeting It is measured through minutes. 	Yearly	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	involved in for e.g. the management and disposal of waste and in recycling projects.					
	Increase the frequency refuse collection.	Dept of Works	Refuse is collected once a week	Once a week	Ongoing	
	Develop a gender sensitive solid waste management policy.	Dept of Planning	There is no waste management policy	Waste management policy developed and implemented	2010	
To take into account the needs of women who are increasingly burdened with the responsibility of burying family and community members.	Women's needs should be taken into account in the location of cemeteries.	Dept of Works	<ul style="list-style-type: none"> Studies and a survey was done The council has started allocating new grave sites 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. 		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.	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.	Dept of Planning	<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		

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				representative on the council committee		
	Advocate for and promote the female condom and so that women have free access to them.	Dept of Planning	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 with ongoing awareness campaigns.	Dept of Planning	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	
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.		
	Ensure that every library has a section on women's literature.	Dept of Planning	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, e.g. Soccer and boxing.	Dept of Planning	Soccer, Netball and Volleyball exists in the council programmes	Specific programmes for women	Weekly	
	Organise events and displays that celebrate	Dept of Planning	Social activities like football, volleyball and netball exist and		Periodically	

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	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.		are organised over the weekends																																	
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	No steps are being taken at the moment to address gender equity in the employment practices	<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/G FP	<table border="1"> <thead> <tr> <th></th> <th>F</th> <th>M</th> </tr> </thead> <tbody> <tr> <td>Gen kaz</td> <td>27%</td> <td>73%</td> </tr> <tr> <td>Mgt</td> <td>20%</td> <td>80%</td> </tr> <tr> <td>Gen Sz</td> <td>26%</td> <td>74%</td> </tr> <tr> <td>Mgt</td> <td>0%</td> <td>100%</td> </tr> <tr> <td>Gen Moz</td> <td>37%</td> <td>63%</td> </tr> <tr> <td>Mgt</td> <td>11%</td> <td>89%</td> </tr> <tr> <td>Gen Nam</td> <td>8%</td> <td>92%</td> </tr> <tr> <td>Mgt</td> <td>0%</td> <td>100%</td> </tr> <tr> <td>Mgt Liv</td> <td>23%</td> <td>77%</td> </tr> </tbody> </table>		F	M	Gen kaz	27%	73%	Mgt	20%	80%	Gen Sz	26%	74%	Mgt	0%	100%	Gen Moz	37%	63%	Mgt	11%	89%	Gen Nam	8%	92%	Mgt	0%	100%	Mgt Liv	23%	77%	<ul style="list-style-type: none"> Increase number of women employed by the council by 15% Increase number of women managers by 23% Increased number of women in decision making positions by 50%	2013	
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Include women's targets as a non negotiable component of senior	CAO	There are no such provisions in the contracts of senior mgt	Develop recruitment policy	2011																																

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	managers' contract.					
	Obtain buy-in and support of the unions for increased gender equity in the employment profile of the council.	CAO	Union has not been approached for buy in and support	<ul style="list-style-type: none"> The number of gender issues the union takes to management Documenting the consultative meetings with Union 	2010	
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	100% of vacancies advertised should encourage women to apply	2011	
	Selection panels should be gender balanced.	Dept of Admin	Selections panels are provided for by the law	<ul style="list-style-type: none"> Use provision of co-opting in the law to have 50% increase of female on the selection panel Minutes of the meetings 	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.	Dept of Admin	The current selection practices are not gender sensitive	100% of the questions should not discriminate both women and men	2011	
	Develop comprehensive employment equity	Dept of Admin	There is no employment equity plan	HR/ EE Policy developed and incorporated in the work of	2011	

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	plans.			the council		
	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 Planning /works/Finance	Gender has been incorporated in the land acquisition processes, allocation of market stores, sponsoring of female Officers for trainings	<ul style="list-style-type: none"> • 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 	2012	
To educate and train women employees, who have previously been disadvantaged, by implementing capacity-building and mentoring programmes so that they may be empowered to perform their job functions and map their intended career paths	Council should have a staff development plan and this should be adequately planned and budgeted for.	Dept of Admin	The council does have a staff development plan	Increase by 20% the number of women employees benefiting under the current staff development budget	2012	
	Undertake a skills/qualification audit and assessment of all municipal employees.	Dept of Admin	A skills audit been done in the past	Results of the skills audit report	2015	
	Devise and implement a range of capacity-building options for employees and cllrs.	Dept of Admin	Orientation of Counsellors 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 	2013 2013	

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	Mentoring new cllrs and employees.	Dept of Admin	Mentoring of councillors has taken place in a limited way (One councillors has been mentored)	Workshop report Number of conflicts btwn cllrs & officers recorded	2015	
	Provide information to councillors, CBOs and community members.	Dept of planning /Finance /Admin/ GFP	Information exist	Number of clients requesting for information as well as those given information	2015	
	Increase the number of learner ships available for girls.	Communi Dev.Offi cer /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.	Dept of planning /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 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	CAO	Currently there are no provisions for paternity leave	Introduce and adopt 14 days paternity leave	2012	
	Meetings times should take the needs of all	Dept of Admin	A guideline was developed in most of the districts to guide on	Adherence to the guidelines	Already existing	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	employees into consideration and not run too late.		meeting times			
	Provide child care facilities for municipal employees.	Dept of CDO	There are no day care facilities for council employees	Establish one day care centre per district	2013	
	Provide flexible work arrangements for parents.	Dept of CDO	Currently there are no flexible work arrangements for parents	Flexible work arrangements introduce	2011	
Address issues of sexual harassment in the council.	Develop and implement a sexual harassment policy (SHP).	Dept of CDO/Gender FPP	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 CDO/Gender FPP	There has been no awareness on sexual harassment in the council	Number of awareness trainings conducted, Number of participants	2011	
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 does not mention gender	Mission and vision statements in the next Strategic Plan should include a gender aspect	2010-2016	
	Consult with both women and men when drawing up plans.	Dept of Planning /CDO	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 	2012	
	Councils should administer customer satisfaction surveys that are disaggregated and	Dept of Planning	There have been no customer satisfaction surveys been administered in the past	Customer satisfaction surveys conducted twice within a strategic plan period	2012,	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	analysed according to gender.					
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	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/G FP	There is no committee in Council responsible for gender	Gender equality committee established.	2011	
	Gender machinery to prepare their own strategic plans.	Dept of Admin/G FP	There is no GMS thus no strategic plan	Strategy and action plan adopted.	2011	
	Establish linkages with gender machinery in other municipalities.	Dept of Admin/G FP	Linkages have been established at the Provincial level	GMS Networked	2010	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
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 Finance/ 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.	Dept of Admin/P lanning	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/F inance/ GFP	The action plan has not been costed	Costing of this action plan.	2012	
	Ensure that departments allocate resources to gender priorities.	Dept of Finance/ GFPP/Pl anning	Departments do not allocate resources to gender priorities	% 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/G FP/	No training of the gender machinery has been done	At least 3 workshops, 100 trainees per session	2012	
	Liaise with service providers to provide training programmes.	Dept of Admin/G FP/plann ing	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	Dept of planning /GFP	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
	community groups.					
	Assess impact of training.	Dept of planning /GFP	No training has been done in the past	Attitudes towards gender self assessment exams	2012	
	Gender sensitivity, analysis training for both male and female councillors and officers.	Dept of planning /GFP	No training has been done in the past	All cllrs and strategic staff trained	2011	
To raise awareness on gender issues and challenge the belief that gender is a "women's issue".	Compile a calendar of special gender events and campaigns. Engage in campaigns to raise the profile of gender e.g. Women's Day, Father's Day, Sixteen Days campaign.	Dept of Planning /GFP	Women's day events and activities have been undertaken in the past	<ul style="list-style-type: none"> Number of women participating in the local authority Resources allocated for this day 	ongoing	
	Prepare pamphlets, advertising, posters, logo etc.	Dept of planning / GFP	No materials have been developed in the past	Number of adverts and pamphlets	ongoing	
	Run competitions, sporting activities that challenge stereotypes.	Dept of Planning /GFFP	No such activities been done in the past	Two sporting activities	periodically	