

**Annex D: Gender Action Plan Western Province**

**GENDER ACTION PLAN FOR ROLL OUT IN LOCAL COUNCIL IN WESTERN 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	5% women councillors in the councils the whole province	50 % 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	Information does not exist Within the different political parties, there are placed in the women's wing.	50 % increase of women representation by 2011	2011	
	Engage with Traditional Authorities on women's representation in local politics.	Dept of planning /Admin	No engagements with traditional chiefs have been held.	11 meetings in 11 chiefdoms per year. Number of meetings held and % of women attending such meetings % of women willing to stand as councillors	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	The current data shows that there is 11% women in decision making positions	statistics disaggregated to give accurate information	2010	

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	Request a circular from the Ministry of Local Government that regulates women being placed in leadership positions	Dept Of Admin	No request has been made	The request should be made by the principal officer by May 2010. It should be implemented immediately	2010	
	Take measures to ensure equal representation of women in leadership positions in council.	Dept of Planning /Admin	For all committees in the council at district level only 7% women hold positions	50% of all leadership positions to be held by women.	2011	
	Encourage women to participate by mentoring and coaching them into these roles	Dept of Planning /Admin	Currently no coaching or encouragement has been done in the past.	3 meetings with women in the communities per year per district.	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 awareness has been done so far	One meeting quarterly with Traditional leaders Women in the communities Political leaders	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 in the past	4 meetings a year with women in communities	2010	
<b>Participation</b>						
To increase participation	Establish a multi party	Dept of	There is no multiparty women's	one multiparty women's	2010	

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by women because their concerns are often side-lined or overshadowed by political party concerns.	women's caucus	Planning /LGAZ	caucus in the province	caucus established in all the districts		
	Improve partnerships with organisations such as the UCLGA and launch a Women's Commission through the LGAZ	Dept of Planning /LGAZ	They are no women committee commissions existing.	One women's commission established in the province	2010	
	Network with other local, national and provincial women's caucuses.	Dept of Admin/ Women's caucus	Yes networking has been done with other women's caucus like women for change in the province	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	There hasn't been any skills audit among female councillors	Conduct 12 skills audit in the province Results of the skills audit	2011	
	Induction programmes for new councillors with follow up refresher courses.	Dept of Admin	<ul style="list-style-type: none"> <li>There is a week-long councillor's induction workshop.</li> <li>The induction programme is not gender sensitive</li> </ul>	<ul style="list-style-type: none"> <li>50% women</li> <li>Quarterly</li> </ul>	2010	
To empower men on gender issues and mobilise their support.	Gender training workshops for male and female councillors and officials.	Dept of Admin	No training on gender was done	<ul style="list-style-type: none"> <li>50/50 men and women in attendance</li> <li>Two gender training per year</li> </ul>	2010	
	Gender dialogues with	Dept of	No dialogues where held with	Three gender dialogue per	2010	

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	male Councillors and officials.	Admin	male councillors in the province	quarter feedback after every dialogue one training on gender dialogue a year		
<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 planning	Disaggregated data does not exist on the community currently	Gender disaggregated data on the community.	Immediately	
	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 public participation/ participation in public meetings though men are more involved than women	Disaggregated data Active participation by both male and female No. Of meetings held in a year	Immediately	
	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	Disaggregated information does not exist	The target is to include 10 widely spoken languages in the district Women to be actively involved Equal participation of men and women	ongoing	
To ensure that women are consulted equally in policy-making processes.	Conduct specialised participation exercises for women, including adult education	Dept of Planning /CDO	No gender disaggregated stats on the consultative meetings but men dominate the meetings	3 consultative meetings in each district. Disaggregated data on consultative meetings	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 workshops been conducted with men's groups	Conduct one workshop held with men in churches, political parties and communities	2010	

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<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 settlements.	All streets should be named so that emergency services can locate women who call for assistance	Dept of Works,	Streets are not named in all the district of the province. All streets require naming	All streets should be named in the districts	2012	
	Council to establish a disaster management plan which should include counselling to victims of disasters.	Dept of Planning /CDO/P HSS	The disaster management unit does not exist	Establish a disaster management unit in the council Develop council disaster management plan Mobilise about 40% of the required funds to deal with any disasters.	2011	
	Lobby businesses to assist people in need.	Dept of Admin/C DO	Yes support has been rendered by the business community and government in the past	To lobby all major and small scale business associations in the province	Ongoing	
	Enforce building regulations to ensure adequate spacing between buildings.	Dept of Works	Yes there are building regulations and policies, the town and country act, public health act, market act and Nuisance act but they are not fully enforced	The principal officers should ensure that regulations are adhered to	Ongoing	
	Establish community policing posts	Dept of works/Planning/ Admin	Yes there are community police posts but are not enough	<ul style="list-style-type: none"> <li>Establish community police posts in all the communities in the districts</li> <li>At least 2 police post in each ward</li> </ul>	Ongoing	
To educate women and to raise awareness, especially of women-headed	Awareness programmes that target women, on the prevention of fires	Dept of works/C DO	No awareness programmes has been done in the past	Conduct awareness programmes in all districts Reduce the number of fire	ongoing	

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households in informal settlements, who suffer disproportionately as a result of fires that destroy their homes and livelihoods.				accidents due to fire One education programme in each ward or two in densely populated areas		
	Train community members on how to prevent disasters and to handle emergencies, including first aid.	Dept of works/C DO	No such training has been held before	Conduct 7 trainings And the targets to be: Women headed households Child headed households Councillors and traditional leaders	ongoing	
<b>The economy and job creation</b>						
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	Information is available but not updated	Employment policy that sets specific targets for gender equality 40% of opportunities should go to women Proportion should be 1-8	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 vote item in all the councils in the districts	Reinforce the vote 80% women to benefit from the vote	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	Begin to lobby the ministries on sponsoring women Lobbying efforts successful	Immediately	

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	Inform women about economic opportunities and the economic empowerment fund	Dept of Admin/p lanning	This information is usually disseminated through posters and adverts	Disseminate information through ward meeting	Ongoing	
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.	Immediately	
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	Information is not available in the councils	increase the numbers of women participating in the tourism industry by 40%	Ongoing	
<b>Procurement</b>						
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	General information on tender procedures does exist in the council.	30 % of all tenders should be allocated to women	2011	
	Implement and monitor quotas for women for the awarding of council contracts	Dept of Admin	The point system exists but not usually reinforced	30 % non negotiable award to be put in place for women bidding and 70% to all bidders Number of contracts awarded to women	ongoing	
	Lobby local government for procurement committee regulations should be changed to ensure that 50% of those sitting on the	Dept of Admin	Women not equally represented on tender committees	40% women on the tender board.	2012	

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	tender board that awards contracts are women.					
	Encourage and affirm larger businesses that sub-contract women-owned enterprises.	Dept of Works	Yes such incentives exist	Increase the Point system to 60% for women	Immediately	
<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 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"> <li>- The district poverty reduction strategy is not in place</li> <li>- The statistics do not exist</li> </ul>	<ul style="list-style-type: none"> <li>- Develop the poverty reduction strategy</li> <li>- Implement the poverty reduction strategy with 50% involvement of women</li> <li>- Poverty statistics are disaggregated by sex</li> <li>- Reduced poverty levels by 40%</li> </ul>	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: <ul style="list-style-type: none"> <li>- Women in farming</li> <li>- Women in fishing</li> <li>- Women in general trade</li> </ul>	<ul style="list-style-type: none"> <li>- Increased % of number of women participation and allocation of resources</li> <li>- Number of women trained in various trades</li> </ul>	ongoing	
	Liaise with and support CBOs and NGOs already	Dept of CDO/Pla	Councils are not actively involved in coordinating	<ul style="list-style-type: none"> <li>- Council provides land in the community</li> </ul>	ongoing	



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	working with poor households.	ning	functions, mostly it is the office of the DC unless the CDF	- Number of women and communities receiving support from CBOs and NGOs		
<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/P lanning	The proportion of women to men in the business sector has been 1:2 and there has been no effort to link women to value chains	Women's participation should increase to 50%	ongoing	
	Ensure that the district business association (DBA) is representative and raise awareness of the DBA among communities. Celebrate best practices.	Dept of Admin/P lanning	Women have not been involved in DBA in all Districts	50% of the DBA should be women	Immediately	
	Encourage public and private business partnerships.	Dept of Admin/P lanning	PPA's do not exist, and information is not available	Information on PPAS one partnerships per year	Immediately	
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/A dmin	There are no skills development and business support for women	40% women to be empowered by training and support in each district	2010	
	In partnership with the DBA facilitate increased involvement of women-headed companies by raising their awareness and providing them	Dept of Admin/D BA/planning	No such data exists for women-headed companies	Statistics on female headed companies Increase by 30% of the existing number of women headed companies Number of female headed	Ongoing	

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	support.			companies operating		
<b>Informal sector</b>						
To promote equal access to markets.	Link women to growth sectors.	Dept of Admin	Information exists but not disaggregated	50% of women in the informal sector to register business	ongoing	
	Integrating women with partnerships, mergers etc.	Dept of CDO/planning	No information exists on women partners	10% 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	30% policy women access land	40% 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 an assessment of living environment.	Living environment assessment results	Already exists	
	Designate areas in residential areas where low-impact economic activities can be.	Dept of planning	There is no provision in the Town Planning Act.	This will be measured through a survey	June 2012	
To introduce housing subsidies that will benefit	To lobby government to introduce housing	Dept of Admin	No information exists on women and housing and there are no	Develop and implement housing policy and subsidies	2014	

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women and give them access to housing.	subsidies through the national housing authority.		materials existing regarding policies and subsidies			
<b>Transport</b>						
To ensure that women's transport needs are established and met and to ensure that public transport is made safer for women and children	Collect gender disaggregated data to establish who uses transport, whose needs are being met and whose are not	Dept of Admin/ Works	Statistical data is not in place	Sex disaggregated data	2013	
	Taxi and bus stations and stopping points to be regulated in order to make travelling safe for all people, especially women and children	Dept of works/R TSA	Land for bus stops have been allocated	Construction of bus/taxi/police stations Decrease in violence and crimes by 50%	2011	
	Establish by-laws to ensure that taxis comply with safety standards and laws, including that they be registered and that they go for regular road worthy tests. Enforce relevant legislation in conjunction with RTSA (Road transport safety agency)	Dept of Admin/R TSA	Registration and receipts are issued by RTSA, roadworthy tests are done quarterly and legal procedures are followed	50% decrease in road accidents, violence, rape and deaths Regular taxi and bus checks	Ongoing	
	Taxis should issue receipts with registration numbers there on.	Dept of works/R TSA	No genuine receipts are issued by the taxi drivers to customers	Enforcement of the law on issue of genuine receipts	Immediately	
	Enforce policies that	Dept of	By-law was put in place through	Law makers to reinforce the	Ongoing	

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	legal taxi's to be one colour so that they are easily recognisable	works/R TSA	the ministry of transport on the colour of operational taxis and buses but most operators are not adhering	law Decrease in violence All taxi and buses will be easily recognisable		
	Improve pedestrian safety	Dept of security	Speed humps on major roads are in place	Increase on speed humps Provision of zebra crossings on all the roads	Dec 2010	
	Especially in informal settlements, for e.g. Speed humps near schools, road signs, bicycle and pedestrian lanes	Dept of works	There are no pavements on most of the roads for pedestrians in all the districts	Construct pedestrian lanes, speed humps Put road signs and zebra crossings in all the roads	Dec 2010	
To empower women to participate in the male dominated transport sector	Gather gender disaggregated data on who owns and drives taxis and buses	Dept of works/R TSA	No disaggregated data available	Sex disaggregated data More licences to be issued to women Increased protection for women and children	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	Currently there is access to clean and safe water and there are also good sanitation facilities being provided through the WASHE project in all the districts	Increased the number of new boreholes to be drilled by 50% per year Increase the number of VIP toilets to be constructed in the communities by 20% per year	ongoing	
	Council should respond to calls for information by those who cannot afford services and lobby for subsidies to be provided.	Dept of Works	Community mobilisation and sensitisation on the basic services being provided by the council	All the communities in all the districts	ongoing	
	Ensure that women are	Dept of	No consultation was done	Hold consultation meetings in	Ongoing	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	consulted prior to the provision of services.	Works/Planning		all the ward Number of consultation meetings held Type of services being provided		
	Align services to the needs of women.	Dept of Planning	The current state of service delivery is inadequate	Number of services being provided Type of services being provided to women	Ongoing	
	Involve women in the management and maintenance of these services and facilities.	Dept of Works	Currently there are no women being involved in this sector	40% of the total number to be earmarked for women.	2012	
<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 Admin	This committee does not exist in all the districts.	To establish the district environmental committees in all the districts To increase the % of women in the committees by 50%	2011	
	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	Dept of Works	The Make Zambia Clean and Healthy committees. There are no any recycling projects exist within the council.	All stakeholders and 10 people sit on the committee, and should meet on the monthly basis.  This can be measured by the number of meetings held and the minutes produced.	Ongoing	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	management and disposal of waste and in recycling projects.					
	Increase the frequency refuse collection.	Dept of Works	Refuse is collected once a week.	Refuse should be collected regularly	ongoing	
	Develop a gender sensitive solid waste management policy.	Dept of Planning	There is no policy on solid waste management	To develop a policy that is implementable at district and provincial level Provide training on waste removal	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	No studies/ survey have been conducted on the needs of women	Hold consultative meetings in districts Number of women and men attending the meeting and reports.	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 /CDO/P HSS	There are no statistics on HIV/AIDS in the council	Gender disaggregated data	2010	
	Develop gender aware HIV and AIDS public education and awareness campaign.	Dept of Planning	There is a gender aware HIV awareness campaigns in Mongu and Senanga	Develop and implement the gender aware HIV policy Council populous The whole community	ongoing	
	Advocate for and promote the female condom and so that women have free access	Dept of Planning	The female condoms are available in council guests houses, lodges and public toilets the cost is free	To increase awareness on the use of female condoms To take the campaigns and condoms in remote places	Ongoing	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	to them.			30% increase in distribution of the condoms		
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	The council has participate in awareness campaigns on HIV/AIDS but not very active	Introduce task forces in the council Coordination of community HIV activities to be team lead by the council It will be measured by the number of public awareness Meetings and report	Ongoing	
To educate women who are not aware of the need to avail themselves of Post Exposure Prophylaxis (PEP) and emergency contraception in the event of a sexual assault.	Integrate PEP into public awareness campaigns; Lobby to have PEP available in all health facilities.	Dept of PHSS/C DO	The PEP is not always available in health centres	Increase access of PEP in rural areas Increase the number of women and children accessing PEP	Ongoing	
To educate women and men on voluntary counselling and testing which is a powerful tool for preventing the spread of HIV/AIDS.	Obtain gender disaggregated statistics on VCT. Use this to devise campaigns to encourage women and men to go for VCT.	Dept of PHSS/C DO	Statistics on women accessing treatment is 75% and men is 25%	Increase the % on the number of women and men accessing VCT and ART services	Ongoing	
<b>Treatment</b>						
To address the fact that women are often the last to access free treatment where this is available.	Gender disaggregated statistics on access to treatment and care; policy measures to rectify this.	Dept of PHSS/C DO	75% women access treatment as compared to men	Number of males and females accessing treatment	Dec 2010	
<b>Social development</b>						
To make community and sporting facilities more accessible to women and	Collect gender disaggregated data on the use of council	Dept of Planning	Data exist in the councils but not disaggregated	Gender disaggregated data on the use of community and sporting facilities.	July 2010	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
girls and ensure that they benefit equally from such facilities.	community and sporting facilities.					
	Ensure that every library has a section on women's literature.	Dept of Planning	Not all districts have libraries There are no sections on women's literature in the libraries.	Construct libraries in all the districts Increase on women literature	Ongoing	
	Set up mobile libraries to make reading more accessible to women especially in rural areas.	Dept of Planning /Admin	There are no mobile libraries	Introduce mobile libraries especially in schools The number of people accessing the libraries	Ongoing	
	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 /CDO	No such programs currently exists in the districts	Introduce sporting programs Men and women The youths	periodically	
	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.	Dept of Planning	Such events are organised but not in all districts and mostly it is football	Community members Number of events organised Number of communities participating	Periodically	
<b>IV. EMPLOYMENT PRACTICES AND ENVIRONMENT</b>						
To increase the representation of women	Adopt the SADC target of 50% women in all	Dept of Admin	Employment is given on merit as long as the applicant meets the	Performance plans explicitly mention gender equity	2013	



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employed in the council.	areas of leadership and employment by 2015. Explicitly prioritise gender equity in performance plans.		necessary qualifications	30% women in all areas of employment by 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/planning	Out of the top management positions only 1 or 2 are occupied by women in most of the councils or no women at all in other districts	40% women in all areas of employment by 2015	2013	
	Include women's targets as a non negotiable component of senior managers' contract.	Dept of Admin	No work has been done in the area at the moment	Contracts to be drafted in a manner that is gender sensitive	2012	
	Obtain buy-in and support of the unions for increased gender equity in the employment profile of the council.	Dept of Admin	Union not yet approached	Union approached	2011	
To ensure that the recruitment and selection process offers equal opportunity to women.	All job advertisements should encourage women to apply.	Dept of Admin	When advertising all are encouraged to apply	Advertisements to specifically encourage women to apply	Immediately	
	Selection panels should be gender balanced.	Dept of Admin	Staff Establishment and management constitute selection and composition is	Gender balance on selection panels.	Immediately	

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			irrespective of gender			
	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 practice on selection is not discriminatory it is just that only few women or no women apply for jobs	Non discriminatory practices are already in place	Already exists	
	Develop comprehensive employment equity plans.	Dept of Admin	No employment equity plans in place at the moment	To develop to develop HR/EE Policy	2011	
	Apply job preservation policy to meet women's targets.	Dept of Admin	No job preservation policy to meet women's targets	To develop HR/EE policy	2012	
	Incorporate gender into structure system policies and processes.	Dept of Planning /works/Finance	Gender has not been incorporated into structure system policies	To develop and incorporate gender sensitive structure systems and policies	Immediately	
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	Council should have a staff development plan and this should be adequately planned and budgeted for.	Dept of Admin	The council do have a staff development plan	To reinforce staff development plan incorporating gender issues	2011	
	Undertake a skills/qualification audit and assessment of all municipal employees.	Dept of Admin	Skills/qualifications audit has not been done	Conduct a skills Results of the skills audit report followed up	2012	

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and map their intended career paths	Devise and implement a range of capacity-building options for employees and cllrs.	Dept of Admin	Full time training On the job training Orientation training workshops	To develop training policy	2011	
	Mentoring new cllrs and employees.	Dept of Admin	Yes, mentoring is done	Develop training modules Conduct training twice in a period of five years	immediately	
	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.	Dept of planning /Finance /Admin/ GFP	No learner ships are available for girls at the moment	Data on learner ships available for girls 230increase on learner ships	2010	
	Identify skills needs among communities and skills gaps in key economic sectors.	Dept of planning /Finance /Admin/ GFP	No skills needs assessments have been done	Conduct skills needs assessments in all districts Results of skills needs assessment Sex disaggregated data Number of needs assessments undertaken in communities	2012	
	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 Construct a skills centre in	2012	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
				each district		
<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	There is no provision for paternity leave	Introduce and adopt 30 days paternity leave	Immediately	
	Meetings times should take the needs of all employees into consideration and not run too late.	Dept of Admin	No policy on meetings times in place but there is only a regulation that one committee to meet per month	Develop and implement meeting policy	Immediately	
	Provide child care facilities for municipal employees.	Dept of CDO	No council has child care facilities for employees in the province	At least one child care facility per council	2013	
	Provide flexible work arrangements for parents.	Dept of CDO	There are no flexible work arrangements for the parents in place	Introduce flexible work arrangements for the parents	Dec 2010	
	Implement an emolument payment system to ensure that employees make maintenance payments.	Dept of Admin	There is no emolument payment system in place	Develop and implement emolument payment system Number of beneficiaries	2012	
	Conduct awareness programmes on parenting responsibilities.	Dept of CDO	The awareness program on parenting responsibilities does not exist in the council	Conduct one awareness every year Minutes and reports of the meetings Number of employees sensitised	Dec 2010	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	Support and expand crèches/ kindergartens.	Dept of CDO	No single council has crèches or kindergartens	Construct one in each district	2014	
Address issues of sexual harassment in the council.	Develop and implement a sexual harassment policy (SHP).	Dept of CDO/Gender FPP	The no sexual harassment policy exists within the HIV/AIDS work place policy	Implementation of the Sexual harassment policy To be monitored through the number of cases being reported Number of sensitisations to employees	2012	
	Workplace education and awareness on the SHP	Dept of CDO/Gender FPP	There is no awareness on SHP in the councils at the moment	Number of awareness trainings conducted, Number of participants	2010	

#### 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 vision and mission statements do are gender blind	To make both the vision and mission gender aware	2011	
	Consult with both women and men when drawing up plans.	Dept of Planning /CDO	No district has conducted such surveys in the province	Consult all stakeholders who include ADCs, NGOs, traditional leaders, FBOs and CBOs when drawing the IDPs and DDPs	Dec 2010	
	All units and departments should include gender indicators in their business plans.	Dept of Admin	No not all units and departments use gender indicators but under	Include gender indicators in all business plans	Dec 2010	
	Conduct surveys prior to planning to determine	Dept of Planning	No customer satisfaction surveys have been conducted in the past	All 7 districts to conduct one customer satisfaction survey	2012	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	the needs of both women and men.			once each year		
	Councils should administer customer satisfaction surveys that are disaggregated and analysed according to gender.	Dept of Planning	No customer satisfaction surveys have been administered in the past	To administer 7 customer satisfaction survey once each year per district	2012	
<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.	Dept of Admin	No gender specialist has been recruited	All 7 districts appoint a gender focal point person	Immediately	
	Senior managers must take ultimate responsibility for gender mainstreaming within the administration.	Dept of Admin	No work has been done in the establishment of gender structures	To establish GMS, vest it with authority, strategy, plan and resources.	2013	
	Gender should be a standing item on the agenda of management committee meetings.	Dept of Admin	There is no item on gender on the agenda for management meetings	Have gender as an agenda item on all management meetings	Immediately	
	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 gender committee in charge of gender at the moment	To constitute a Gender equality committee in all the districts	2010	
	Prepare Terms of	Dept of	Only institutional gender focal	To appoint GFP for each	2012	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	Reference for gender machinery, and clarify reporting procedures.	Admin	point person has been appointed	department and form TOR for GFP		
	Publicise the establishment of the gender machinery.	Dept of Admin	No gender machinery structure have been done	Gender machinery structures established in all the 7 districts of the province	Immediately	
	Gender machinery to prepare their own strategic plans.	Dept of Admin/GFP	There is no GMS strategic plan	All 7 district establish GMS and publicise it Strategies developed Resources allocated	Immediately	
	Establish linkages with gender machinery in other municipalities.	Dept of Admin/GFP	No linkages on gender machinery established	To network GMS with other municipalities	Immediately	
<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 Finance/GFPP	Sex disaggregated data does not exist therefore it is no applied	To ensure that all statistics are disaggregated by gender in all districts	2011	
	Gender indicators to be formulated for each department/ programme and HR management.	Dept of Admin/Planning	Gender KPIs in the score card does not exist	All the 7 district integrated gender key performance indicators KPI in the 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/Finance/GFP	There is no direct budget allocation for advancement of gender equality in all the districts	Developing and implementing an action plan	2011	
	Ensure that departments allocate resources to	Dept of Finance/	Not fully allocate resources to gender priorities	Department to allocate resources to gender priorities	2011	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	gender priorities.	GFPP/Planning				
<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/GFP/	No skills training for members of the gender machinery has been conducted in the whole province	7 workshops conducted Reports Accountable documents	2010	
	Liaise with service providers to provide training programmes.	Dept of Admin/GFP/planning	No training of service providers has been conducted in the whole province	Number of trainings conducted by service providers, training reports	2010	
	Facilitate training programmes among councillors, officials and community groups.	Dept of planning /GFP	No training programs have been facilitated among councillors, officials and community groups	At least one training conducted for Councillors, officials and community	2010	
	Assess impact of training.	Dept of planning /GFP	No training has been done in the past	Attitudes towards gender self assessment	2010	
	Gender sensitivity, analysis training for both male and female councillors and officers.	Dept of planning /GFP	No training on gender sensitivity for both male and female has been conducted in the past	All councillors trained All officials trained All community groups trained	2012	
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	No calendar has been compiled	Participate in all activities to raise the profile of gender Number of women participating Resources allocated to these vents	immediately	
	Prepare pamphlets, advertising, posters, logo etc.	Dept of planning /	No Participation has been done in the past to raise the profile of gender	Number of materials developed, sourced and distributed	ongoing	





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STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
		GFP				
	Run competitions, sporting activities that challenge stereotypes.	Dept of Planning /GFFP	No competition and sporting activities to challenge stereotypes have been run, but short time celebrations are held during women's day events	Number of sporting competitions conducted Reports Competition materials	periodically	