

Gender Action Plan for Sowa Town Council

FRAMEWORK GENDER ACTION PLAN FOR SOWA TOWNSHIP AUTHORITY						
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.	Public commitment to achieving parity between male and female councillors – through mobilisation of women as candidates.	councillors	We have 3/7 (43%) representation of women in township authority	To have 7% increase of women councillors	2014	
	Lobby all political parties to adopt and implement the zebra list system and include these provisions in their manifestos.	councillors	What is the % of women in the different political parties? Do not have data to inquire from Political Parties Where they are usually placed on the party list? Not aware	To lobby for 30% increase of women's representation from our parties	2014	
	Lobby traditional Authorities on women's representation in local politics.	Councillors,	Traditional authorities have not been engaged on the representation of women in council	Organise 2 meetings with the local authorities	2014	
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.	CEO, Council chairpersons	There is statistics on the representation of women in management and council committees in the township authority but not according to gender	To sensitise the council to have sex disaggregated statistics on women in leadership positions in the township authority	210	
	Take measures to ensure equal representation of women in leadership positions in council.	Political parties, ministry of Local	What is the % of women in leadership positions in the council, i.e. Chairperson/ vice chair of council and on			

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		Government, Women's Affairs Department, NGOs	committees? Not aware of it to enquire from the council			
To educate people 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.	BALA, Women Affairs Department, Political parties, GL	There has never been awareness in the community on the importance of women being equally represented in local politics and voting for women by Gender Links and BALA	<ul style="list-style-type: none"> Workshops for the various community groups in sowa 4 clusters Organise Kgotla meetings to raise awareness on the importance for voting for women 	2014	
	Work with the Ministry of Education to encourage gender balance in their curricula and promote gender equality in schools.	Department of education	There has never been an engagement with the ministry of education to promote gender balance in the curriculum	To organise 1 day briefing meeting from the Ministry of education to share the curricular with us in a 1 day seminar	2014	
Participation						
To build the political capacity of women to participate more effectively in decision making	Strengthen the multi party women's caucus (see also GMS)	Political parties through the women's wings	There is no multi women's caucus in the township authority	Multiparty women's caucus established	2010	
	Engage women's wings in political parties to identify women who have leadership potential and groom them into leadership positions	Political parties through the women's wings	Not aware of to enquire at the council	What is the target – how many women groomed over what period? None women have been groomed	2014	

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	Network with regional and international women's caucuses	Women Caucus, BALA, WAD	Networking ongoing. The council went to Livingstone in 2008	Yet to network with Kenya and Uganda	2011	
To empower women councillors and officials to articulate what are regarded as "women's issues."	Conduct a skills audit.	BALA, Gender Links, WAD, political parties	No skills audit has taken place	Conduct baseline Data on the specific skills of councillors.	2010	
	Training needs identified by women councillors e.g. gender, public speaking and assertiveness.	BALA	There was a training on gender equality held , but need to conduct 1 more workshop	<ul style="list-style-type: none"> The target will be 60 participants This will be measured by Workshop register and courses conducted 	2014	
	Council meeting rules should accommodate the use of vernacular so that councillors can use their first language in meetings and interpretation should be provided.	Ministry of Local Government	Setswana is used during council meetings	Continual use of vernacular In kgotla meetings	Ongoing	
	Comprehensive induction programmes for new councillors with follow up refresher courses.	Administration department	There is an induction programme but it is not gender sensitive	<ul style="list-style-type: none"> All councillors to be inducted every term Develop a gender sensitive induction programme 	2009	
To empower men on gender issues and mobilise their support.	Gender training workshops for male and female councillors and officials.	Administration, GL, BALA, .WAD	One workshop held. Nothing has been done to empowering men on gender issues	All councillors and officials to involve men in participation of gender training	2010	
	Gender dialogues with male Councillors and officials, including community	CEO, council manage	Dialogues with male councillors never held	Dialogues to be held quarterly	2010	

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	leadership	ment				
Community mobilisation						
To ensure that women and men participate equally in community matters and that policy making is informed by accurate data.	Collected, disaggregate and analyse data on communities.	Economic planners, WAD, BALA	Data on community does not exist	Gender disaggregated data on the community to be collected.	2010	
	Encourage men to participate in implementation of community activities that are traditionally considered to be only of concern to women.	Village development Committees, Councillors, council staff	Statistics on community participation does not exist	Survey on the public participation	2010	
	Educate, inform and disseminate information in indigenous languages on issues that affect women such as utilities, payment of bills, housing opportunities, employment, contracts and employment opportunities and HIV and AIDS	CEO, Primary health, councillors	Information exists in both Setswana, English and HIV/AIDS	Information on both issues to be disseminated in Sesarwa to the squatter community	2010	
To ensure that women are consulted and participate equally in policy-making processes.	Conduct specialised participation exercises for women, and ensure that their concerns are captured in policy	All council depts	There is no data on consultative meetings	What is the target number of specialised participation exercises to take place?		
To mobilise men at local level and ensure that they understand gender equality.	Conduct workshops with men's groups, and audit the impact of the training	Gender Links, WAD	Gender training has been conducted for men sector	Two workshops to be held per year	2010	
Communication						
To ensure that council	Review of Council publicity	CEO	Council publications never	Gender aware publicity	2011	

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publications do not perpetuate gender stereotypes.	from a gender perspective; developing materials that challenge stereotypes.		reviewed from a gender perspective	materials.		
II. GENDER SPECIFIC PROGRAMMES						
Early learning						
To provide affordable child care to free women to participate in the labour force,	Greater coordination between the council and the Ministry of Education in provision of quality early childhood development facilities.	S & CD	Currently the ministry works with the council at implementation stage of the policy to ensure that there is compliance with the policy		Ongoing	
	Review pre-primary and kindergarten fees to make them more affordable; and facilitate better access for disadvantaged children.	S & CD	The fee for pre school is P120	To enrol all eligible children	2011	
	Ensure pre-primary education is policy compliant	S & CD	Pre primary education policy compliant	Policy compliant pre-primary education	Ongoing	
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, where applicable, and reference points identified, so that emergency services can locate women who call for assistance.	Physical planning, Roads department	All streets are named	New streets to be named when developed	Ongoing	
	Lobby businesses to assist people in need.	S & CD, commercial	The business community has been lobbied to assist the community	The mine and the shops in the locality should be lobbied to have a corporate social responsibility program	2010	
To educate women and to	Awareness programmes	Disaster	The fire dept has run	100% reduction in the number	Ongoing	

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raise awareness, especially of women-headed households in informal settlements, who suffer disproportionately as a result of fires that destroy their homes and livelihoods.	that target women, on the prevention of fires.	committee, Fire dept	awareness programmes on fire prevention but there are no programmes targeted for women	of people who lose their homes due to fires		
	Train community members on how to handle emergencies, including first aid.	Paramedics	Businesses and council depts have been trained on how to handle emergencies	Businesses, schools, filling stations should be trained on how to handle emergencies	Ongoing	
To ensure that building control measures are enforced, in particular are well informed on the process	To provide critical information, particularly for women, on building and construction in order to ensure safety	Physical planning, Arch and Buildings, Environmental Health, Fire	Information is provided on building and construction when the building plans being examined	<ul style="list-style-type: none"> Building plans should adhere to safety standards 100% reduction in accidents due to poor housing structures 	2014	
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.	CEO, Human Resource	What are the current statistics of women and men employed by the council?	What is the target? How will it be monitored?		
	Facilitate employment opportunity workshops for women in communities to enable them to be better placed to access opportunities.	WAD, S & CD,	What are the unemployment figures? What proportions of women to men are unemployed?	What is the target % increase in women employed?		
	Ensure an increased vote item in the budget specifically related to women's empowerment; review empowerment	WAD, CEO	The Township authority does not have a specific vote item in the budget for women empowerment	Develop a vote item in the budget for women empowerment	2015	

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	projects based on a gender analysis					
	Inform women about economic opportunities in liaison with WAD and other stakeholders	Production Development Committee	Information on employment opportunities for women does not exist	To develop Publicity materials on employment for women	2011	
To obtain sex disaggregated data on unemployment levels in communities	Conduct surveys, collect data and analyse it.	Production Development Committee	Sex disaggregated data on employment level does not exist	To sensitize council management to Avail gender disaggregated data on unemployment levels in the community.	2014	
Procurement						
To ensure that women benefit equally from the procurement process.	Facilitate increased involvement of women contractors by raising their awareness and providing them support and training on tender procedures.	LAPAD	There is no information Awareness provided to both men and women	To lobby for 20% equal benefit for women in the procurement process.	2015	
	Implement and monitor quotas for women for the awarding of council contracts	LAPAD	There is no point system for gender in awarding of contracts	To lobby for 30 % quota in awarding of council contracts It will be monitored through scheduled meetings at least every quarter	2011	
	Tender board regulations should be changed to ensure that 50% of those sitting on the tender board	LAPAD	1 woman sits on the tender board already	To lobby for 30% of women on the tender board sitting.	2013	

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	that awards contracts.					
Poverty eradication						
To develop a gender sensitive strategy to address the high levels of poverty that affect mainly women.	Lobby for the mainstreaming of gender in the national poverty reduction strategy.	Women's affairs Department GL BALA	What are the current poverty statistics? What % of women lives in poverty? To enquire from the council officials in the relevant department Is there any kind of poverty eradication strategy in place?	What is the indicator? How will this be measured? Will address the indicators after enquiring from the council		
	Ensure oversight of Sustainable Livelihood assessment by CSO to identify needs and appropriate interventions to enhance the livelihoods of poor and very poor households.	DSS, S & CD	Assessment of poor and very poor households done? Not aware of any To enquire from relevant department in the department			
	Facilitate the improved access to social grants, including food security nutrition	S & CD	Women have access to social grants and are most of the beneficiaries in food and nutrition (destitute policy program)	To ensure that woman have access to social grants by enquiring report from Social work department.	Ongoing	
	Liaise with and support CBOs and NGOs already working with poor households.	S & CD	There is a link and support for CBOs through the home based care program in this regard	<ul style="list-style-type: none"> Number of projects run by CBOs in support of the poor is already ongoing in the council. Could work on the report of how many NGOs and CBOs get support 	Ongoing	
Business support						
	Community liaison official to	Economi	Information on sourcing out	• To lobby for availability of	2010	

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	disseminate information and advice about sourcing economic opportunities.	c planning WAD, LEA	business opportunities not available	information on sourcing out business opportunities <ul style="list-style-type: none"> To link with private sector on opportunities available for business to enhance participation of women 		
	Encourage public and private business partnerships with all stakeholders	CEO	Public and private businesses have not lodged partnerships with all stakeholders	2 partnerships to be formed	2013	
To empower women entrepreneurs through business skills and support	Accelerate/catalyse skills development, access to information and finance, and business support for poor women.	WAD, S & CD,	Skill development and support for women exist	10% of legible women in the locality to be empowered	Ongoing	
	Facilitate increased involvement of women-headed companies by raising their awareness on available opportunities e.g. floating tenders, export opportunities.	WAD, LAPAD, LEA WOMEN' FINANCE HOUSE	There is support for women headed companies through WAD And Women in business organisation	<ul style="list-style-type: none"> All registered companies for women to be made aware on tenders Increase in the number of women owned companies that tender 	2013	
	Facilitating mentoring of smaller enterprises and benchmarking with bigger enterprises	LEA	Smaller enterprises have been mentored	20 small business in Sowa to be mentored and produce a quarterly report every year	Ongoing	
Informal sector						
To promote equal access to markets.	Link women to investment opportunities	WAD	What are the statistics of women in the informal sector? Not aware of to enquire from other departments	What is the target number of new formal businesses to be formed? To be discussed with the council management		

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	Integrating women with partnerships, joint ventures etc.	WAD, S & CD Womens' Finance house	Women have not been integrated with partnerships and joint ventures	To lobby for 30% increase of women in partnerships	2015	
INFRASTRUCTURE						
Housing and Land Rights						
To promote the equal rights of women to land tenure	Collect gender disaggregated data on housing.	Department of housing	Does any such data currently exist? Not aware of to enquire	To lobby the council management to embark on Gender disaggregated data on housing.	2012	
	Lobby Ministry of Lands to ensure that gender is mainstreamed in land policy and procedures as implemented by Land Boards	Women's Affairs Department, CEO	Not aware of it number of women owning land, to enquire from the council		2011	
	Training of Land Board on gender issues (through Ministry of Lands)	WAD, GL BALA	Land boards have not been trained on gender issues	2 days Training for land boards on gender issues		
	Ensure gender balance on housing committees; and lobby for a quota for women	Department of housing, Council chairpersons	Not aware of how the housing committees and SHHA committees are currently constituted, to enquire from the council	To lobby housing committee housing committee to have 30 % representation of women by organising a 1 day workshop	2010	
To ensure women and men's equal access to housing subsidies.	Educate women on housing policies and subsidies.	SHHA	What information exists on women and housing? Is there existing material that	This will be measured through workshops held and women knowledge on policies	2011	

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			can be used regarding policies and subsidies? Not aware to enquire from the relevant office in the council			
	Disaggregate and capture existing data; a mechanisms for continuous data capture	SHHA	What are the stats on housing subsidies, which accesses them? To enquire from the council department	To sensitise the council management , on the availability of Gender disaggregated data and statistics available through a 1 day briefing meeting		
	Audit housing plans.	SHHA	No audits have been done	Through availability of the Audit available		
To review housing policies so that they are gender sensitive	Review current policies and change them to make them gender sensitive.	Ministry of Housing	Has any policy review taken place? Not aware	How will this be monitored?		
Transport						
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 public transport, whose needs are being met and whose are not.	Ministry of transport	Lack of statistics and data for public transport users – are there any statistics in this regard? Not aware of any policy and statistics, to enquire from other offices in the council	To lobby for baseline disaggregated data collection	2011	
	Taxi and bus stations and stopping points to be regulated in order to make travelling safe for all people, especially women and children.	Ministry of transport and the Police	What studies have been done in this regard? Has any regulation been done? To enquire from the police and Ministry of transport	How will this be measured? Police statistics? What is the target %decrease in violence?		
	There should be effective policing to ensure that taxis comply with safety	Ministry of works and	What kind of policing is there currently? How taxi is's currently	What is the target % decrease in violence/ accidents/ deaths? How often should taxis be road		

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	standards and laws, including that they be registered and that they go for regular roadworthy tests.	transport	registered? How often do they go for roadworthy tests? Not aware to enquire from other departments	worthy? Not aware to enquire		
	Taxis should be made safer, including eliminating transport pirating	Ministry of transport	What kind of safety features do taxis currently have? Not aware to enquire from transport office / department in the council	What is the target?		
	Pedestrian safety, especially in informal settlements.	Ministry of transport	What are the current statistics on pedestrian safety? To enquire from the Police / Transport office in the council	How will this be measured? Police statistics? What is the target % decrease in pedestrian fatalities?		
To empower women to participate in the male-dominated transport sector.	Gather gender disaggregated data on who owns and drives taxis, buses and haulage transport	Ministry of transport	What data currently exists? Not aware of any existing data	What is the target?		
	Train women to drive and own taxi's, buses and haulage and get women on taxi and bus associations.	Ministry of transport	There are women taxi drivers but few of them	To lobby the ministry of transport to increase licences for women taxi owners and drivers	2010	
Water, sanitation and electricity						
To ensure that women, who are disproportionately affected by inadequate service delivery, are provided with affordable access to basic services	Undertake community assessment on use of services and disaggregate data by sex	All council departments	Has any assessment been done in the past To enquire from the council	What are the target/ timeframe in which to do this?		
	Provide affordable services to poor households.	All council departments	What services are currently being provided and at what cost?	What is the target?		

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	Council to provide subsidies for those who cannot afford	S & CD	What is currently being done to help the poorest people to get access to basic services? Not aware to enquire from planning department in the council	To lobby for 50% provision of services to poor people	2015	
	Ensure that women are consulted prior to the provision of services.	All council depts	Consultation meetings are held at kgotla for general public depending on availability of funds	At least 2 consultative meetings to be held in a year	2010	
	Align services to the needs of women.	All council departments	Service delivery is not gender sensitive	To lobby planning department to provide Service delivery that is gender aware	2015	
	Involve women in the management and maintenance of these services and facilities.	All council departments	Are any women currently being involved in this role (numbers and comparisons)? Not aware of the involvement, to enquire	What is the target number of women to be involved?		
Environmental health						
To involve women, as key stewards of the environment, in environmental preservation projects or making business ventures from the environment.	Increase the frequency of refuse collection.	Environmental Health	Refuse collected twice in a week	Collect refuse biweekly	Ongoing	
	Provide and maintain public toilets in strategic areas	Environmental Health	Three blocks of public toilet available How many toilets for men? To follow-up with maintenance section How many toilets for women	<ul style="list-style-type: none"> The toilets meet people's needs Maintenance should be three times a year 		
	Review the waste	Department	Is there any such policy at	What is the target?		

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	management policy from a gender perspective.	ent of Waste Management and Pollution (Ministry)	the moment? Not aware of it to liase with the department of waste in the council			
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 HIV/AIDS programmes.	Primary Health care	HIV+ Men= 137 HIV+ Women=209 (Statistics from June 2008 to June 2009)	To access the A Gender disaggregated data from National Aids council	2009	
	Develop gender aware HIV and AIDS public education and awareness campaign.	Public Health Care, DAMSAC	There is HIV/AIDS public education and awareness campaign that targets youth, pregnant women and men sector	Already HIV/AIDS campaign is gender sensitive	Ongoing	
	Advocate for and promote the female condom and so that women have free access to them.	Public Health Care	Female condoms are available for free at the clinics but are not popular in use	50% increased female condom use	Ongoing	
	Raise awareness of the use of female condoms	Public Health Care	There has never been a campaign on female condom use in the council	Increased female condom use by conducting 2 workshops in a year	2010	
	Gender sensitive sex education in schools.	Public Health Care	Sex education is currently taught in schools but not gender sensitive	Mini survey on knowledge, attitude and practice and find out how gender sensitive is	2012	
To raise awareness on the increased risk of contracting HIV/AIDS as a result of sexual assault, and the need for women to have access to	Public awareness campaigns on the links between GBV and HIV/AIDS; the red and white ribbon campaign,	Public Health Care	<ul style="list-style-type: none"> The Council has participated in awareness campaigns through health personnel 	<ul style="list-style-type: none"> Campaign targeted at both men and women Mini survey to measure knowledge, attitude and practice 	Ongoing 2010	

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Post Exposure Prophylaxis (PEP)	coupled with ongoing awareness campaigns.		<ul style="list-style-type: none"> PEP is readily available at the only health facility in the township but PEP has not been publicised 	<ul style="list-style-type: none"> Accessibility to PEP after awareness about it 		
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.	Primary health care	Men for VCT=160 Female for VCT=250 (Statistics from April 2004 to June 2009)	What is the target % increase in number of women and men going for VCT? A need to enquire for statistics		
Treatment						
To facilitate improved access to free treatment nationally	Gender disaggregated statistics on access to treatment and care; policy measures to rectify this.	Primary health care	Men enrolled for ARV=123 Women enrolled for ARV=177 (Statistics from April 2006 to June 2009	Gender disaggregated data	Ongoing	
	Facilitate access to ARV's for women and men and keep gender disaggregated statistics on uptake.	Primary Health Care	There is an ARV clinic in place in the township which people use when they are legible to enrol for ARV treatment	<ul style="list-style-type: none"> Everyone is legible for treatment as long as they qualify Treatment is lifetime once one is enrolled 	2010	
Social development						
To make community and sporting facilities more accessible to women and ensure that they benefit equally from such facilities.	Collect gender disaggregated data on the use of council community and sporting facilities.	Council (Parks)	Data exists on use of council and sporting facilities	Share information to councillors on Gender disaggregated data on the use of community and sporting facilities.	2010	
	Ensure that every library has a section on women's literature.	Ministry of Home Affairs	Are there currently any such facilities in the libraries .Not aware of ,to enquire from the council and other NGOs	<ul style="list-style-type: none"> The target would be women literature deposited in 5 librarians To organise meeting with librarians and other NGOs on availability of women's literature 	2011	

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	Set up mobile libraries to make reading more accessible to women especially in rural areas.	Ministry of Home Affairs	There are mobile libraries and reading rooms are available	Nearby villages to be engaged and coordinate with None formal education reading rooms at least twice a week	2010	
	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.	S & CD Ministry of Youth and sports	Village sports facilities are available even though not adequate	To lobby for more facilities from the Ministry of Sports	2010	
	Organise events and displays that celebrate women's achievements and challenge stereotypes. Encourage programmes that challenge stereotypes all spheres, including the home. Educate parents on how their children should be socialised.	S & CD NGO SECTOR and WAD	There are no events that that celebrate the achievements of women	To organise a meeting once in a year and displays that celebrate achievements of women	2012	
To challenge the practice that child care is the sole responsibility of women and to educate men on parenting responsibilities.	Conduct awareness programmes on parenting responsibilities for men and women.	S & CD Social welfare Department WAD	There are no programmes on parenting responsibilities, but some families are already parenting both	To lobby on Programmes on parenting in place in a I day workshop	2010	
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	HR, CEO, DGLSM, DPSM	No steps to prioritise gender equity in Sowa township Authority	To lobby the Ministry of local government for 50% women in all areas of employment by 2015	2015	

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	performance plans.					
	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.	HR, CEO, DGLSM, DPSM	<ul style="list-style-type: none"> • There are 102 women and 169 men in the council • There are 14 men and 10 women who hold management positions 	What is the target % increase in the number of women employed by the council? What is the target % increase in mgmt positions and departments?		
	Include women’s targets as a non negotiable component of senior manager’s contract.	HR, DGLSM, CEO	The CEO is responsible that targets are met but it is not included in the contract	To include Contract	2015	
	Align the work place skills Plan to the Affirmative Action plan.	DPSM, DGLSM, CEO	Workplace skills plan not aligned to the Affirmative Action Plan	Workplace skills plan aligned to the Affirmative Action Plan	2015	
	Obtain buy-in and support of him unions for increased gender equity in the employment profile of the council.	CEO, HR	Unions not approached for buy in support for f increased gender equity in employment profile of the council	Support for gender equity by the unions	2012	
To ensure that the recruitment and selection process offers equal opportunity to women.	All job advertisements should encourage women to apply.	DPSM, DGLSM, HR	Job advertisements are gender neutral but not adequate	Make job advertisements more gender sensitive	2015	
	Selection panels should be gender balanced.	CEO	Selection panel not permanent and is not gender sensitive	To lobby for Gender balance on selection panels.	2015	
	Gender sensitive selection policies should apply at all time: Interviews questions and	DPSM, DGLSM, CEO, HR	Interview questions not discriminatory and are based on experience and qualification	To lobby for Gender sensitive interview and recruitment	2015	

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	practices should not discriminate against women in any way. Experience and qualifications should both be taken into account in evaluating suitability for posts.					
	Develop comprehensive employment equity plans.	DPSM, DLGSM, CEO, HR	Employment Equity plan not in place	To enquire for HR/ EE Policy	2015	
	Apply job preservation policy to meet women's targets.	DPSM, DLGSM, CEO, HR	No job preservation policy to meet women's targets	HR/EE policy to be conducted and enquire	2015	
	Incorporate gender into structure system policies and processes.	DPSM, DLGSM, CEO, HR	Gender not incorporated into policies and processes	Gender sensitive structure systems and policies conduct a 1 day consultative meeting on how to incorporate gender	2015	
To ensure that staff development programmes are gender sensitive	Succession and staff development plans should have a specific focus on upgrading the skills of women and their promotion to senior decision-making positions.	DPSM, DLGSM, CEO, HR	No succession plan in place	To lobby for Succession plan to be put in place	2015	
	Undertake a skills/ qualification audit and assessment of all municipal employees.	HR	Skills audit is quarterly	Results of the skills audit report conducted	Ongoing	
	Devise and implement a range of capacity-building options for employees and cllrs.	CEO, HR, BALA	Capacity building exercises: <ul style="list-style-type: none"> • In-house training • Institute training • On job training 	Knowledgeable productive, and efficient employees	2015	

FRAMEWORK GENDER ACTION PLAN FOR SOWA TOWNSHIP AUTHORITY						
STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	Mentoring new cllrs and employees.	CEO, BALA, HR	Mentoring of new councillors has been done	Job aware councillors	2010	
	Identify skills needs among communities and skills gaps in key economic sectors.	Commercial, CEO, S & CD	Needs assessment not done in STA	<ul style="list-style-type: none"> To ensure that mentoring is conducted and report is available Conduct needs assessment 	2015	
	Develop targeted skills development programmes.	DPSM, DLGSM, HR, CEO	Skills development programmes not in place	Skills development programmes conducted	2015	
	Facilitate women's entry to skills development programmes.	CEO, BALA	Women have been encouraged to participate in skills development programmes	To produce statistics on number of women who participate in skills development programmes	Ongoing	
Work conditions and environment						
To facilitate women's equal participation in the workplace.	Review maternity leave provisions to ensure that women are able to take three months full maternity leave through the contributions of both local government and Social Security.	DLGSM	Maternity leave is 84 calendar days (three months)	Three months full maternity leave through the contributions of both local government and Social Security.	2014	
	Provide and standardise paternity leave and accompany this with a programme on responsible fatherhood. Possibly consider shared maternity and paternity leave	Cabinet, DPSM	No provisions for paternity leave and there are no programmes for responsible fatherhood	<ul style="list-style-type: none"> Paternity leave should be for 1 month To continue lobbying Policy makers on the issues 	2015	
	Meetings times should take the needs of all employees into consideration and not	CEO	Meetings take place within working hours but sometimes finish late	To lobby for Meeting Times to be within working hours	On going	

FRAMEWORK GENDER ACTION PLAN FOR SOWA TOWNSHIP AUTHORITY						
STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	run too late.					
	Provide child care facilities for municipal employees.	CEO	There is a day care centre in the township but not specifically for council employees	Continual user of the facility as it currently meets the demand	Ongoing	
	Provide flexible work arrangements for parents.	DPSM, DLGSM	Lactating mothers' are given flexible working hours (1 hour per day) for a period of twelve months	Flexible working arrangements for both parents	2015	
	Act upon employees who are not making maintenance payments.	AOJ, CEO, HR	Employees who are not making maintenance payments have not been addressed	To organise such a Meetings with employees once a year To share information with men on the importance of child maintenance	2010	
	Conduct awareness programmes on parenting responsibilities.	S & CD, HR, CEO	Parenting programmes not in existence	To conduct 1workshop every year on Responsible parenting programmes	2015	
	Support and expand crèches.	CEO, physical planning, S & CD	1 crèche in the township	To solicit Funding for the crèche/ day care centre	Ongoing	
To address issues of sexual harassment in the council.	Develop and implement a sexual harassment policy (SHP).	CEO, DPSM, DLGSM	Sexual harassment policy not in existence	Lobby for Development of a sexual harassment policy	2015	
	Workplace education and awareness on the SHP	DPSM, DLGSM, CEO	There is no education on the sexual and awareness on SHP	Decrease on cases of sexual harassment	2015	
	Code of conduct to ban the use of sexist jokes and language.	CEO, DLGSM	No code for the ban of sexist language	Code of conduct that bans the use of sexist jokes and language	2015	
V. GENDER MANAGEMENT SYSTEM						
Planning						
To consult women when	Adapt the vision and	COMT,	Current mission vision	Revise mission vision statement	2012	

FRAMEWORK GENDER ACTION PLAN FOR SOWA TOWNSHIP AUTHORITY						
STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
drawing up plans for the council	mission statement of the council to ensure that it is gender aware.	Full council	statement silent on gender	to make them gender sensitive		
	Conduct surveys prior to planning to determine the needs of both women and men.	Economic planning dept	Surveys have never been conducted prior to planning	Gender aware survey results available.	2012	
	Consult with both women and men when drawing up plans.	Council economist	Men and women have ever been consulted when drawing plans	Consult both men and women at the Kgotla during preparations of the urban development plan once every planning period	2015	
	All units and departments should include gender indicators in their business plans.	Heads of departments	The departments do not have gender indicators in their plans	Include gender indicators in the plans of departments	2012	
	Councils should administer customer satisfaction surveys that are disaggregated and analysed according to gender.	CEO	Customer satisfaction surveys never conducted in the past	<ul style="list-style-type: none"> Formulate a questionnaire for the survey One customer satisfaction survey per annum 	2012	
Gender structures						
To establish structures that constitute the gender machinery and to obtain the commitment of all managers	Council should have a gender coordinator in the office of the CEO.	CEO, District commissioner	Nothing has been done to establish gender structures	GMS established, vested with authority, strategy, plan and resources.	2013	
	Recruit/appoint/hire gender focal points.	CEO	Gender specialist not recruited	Specialist staff appointed such as Gender focal person	2013	
	The gender coordinator should be assisted by gender focal points in all departments, together comprising the gender	CEO	Nothing has been done to establish gender structures	GMS established, vested with authority, strategy, plan and resources.	2013	

FRAMEWORK GENDER ACTION PLAN FOR SOWA TOWNSHIP AUTHORITY						
STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	management committee.					
	Senior managers must take ultimate responsibility for gender mainstreaming within the administration.	Heads of departments	No one is responsible for gender in the council	GMS established, vested with authority, strategy, plan and resources.	2013	
	Gender to be written into the job description and performance agreements of senior managers and GFP.	CEO	Gender not written in the job description and performance agreements of senior managers	Monitor Accountability on gender through PAs.	2013	
	Gender should be a standing item on the agenda of management committee meetings.	CEO	Gender not a standing item on the agenda of management committee meetings	To lobby for Gender as a standing item on meeting schedules	2010	
	Establish a gender committee comprising councillors and other stakeholders to ensure political oversight for gender mainstreaming in the work of local government.	CEO, DO (write in full)	There is no committee in the council that is responsible for gender	Gender equality committee to be established.	2013	
	Form a multi party women's caucus.	Council chairpersons	There is no structure in place for bringing women councillors together	Women's caucus established.	2012	
	Prepare Terms of Reference for gender machinery, and clarify reporting procedures.	Gender Coordinator	Gender Focal points not established	GFP formed; TOR for GFP	2014	
	Publicise the establishment of the gender machinery.	Gender Coordinator	The GMs not established	<ul style="list-style-type: none"> Establishment of the gender machinery Survey to measure its publicity 	2014	
	Gender machinery to	Gender	There is no strategic plan	Strategy and action plan	2014	

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STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	prepare their own strategic plans.	Coordinator	for the GMS	adopted.		
	Establish linkages with gender machinery in other municipalities.	Gender Coordinator	Linkages not established	GMS Networked	2014	
Budget, monitoring and evaluation						
To make use of gender disaggregated data for monitoring, evaluation and resource allocation based on gender priorities.	Obtain sex-disaggregated data.	Gender Coordinator	Sex disaggregated data exists but it is not applied?	All statistics disaggregated by gender conducted and available.	2014	
	Gender indicators to be formulated for each department/ programme and HR management.	Gender Coordinator, Heads of departments	There are no KPIs in the score card	Gender KPIs integrated into township authority score card to monitor the council.	2014	
	Ensure that women and men participate equally in public consultations on planning and budgets.	CEO, DO (write in full)	Women and men do not participate equally in public consultations on planning and budgets	Include both women and men for planning and budgeting	2015	
	Conduct a gender analysis of the municipal and departmental budgets to ensure that expenditure responds equally to the needs of women and men.	CEO WAD	There are no direct or indirect budget allocations or advancing gender equality	Budget allocations for advancing gender equality to be requested	2015	
	Recommend resource allocation (specific budget line) for initiatives that will promote gender equality, including fighting gender violence and HIV and AIDS).	DAC (write in full), DO (write in full)	The action plan has not been costed	Lobby for Costing of this action plan during the council financial year	2014	
	Ensure that departments	CEO,	Departments do not allocate	Budget and resources	2014	

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STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	allocate resources to gender priorities.	HODs	resources to gender priorities	allocations for gender priorities requested		
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.	Gender Links, BALA	No training for gender machinery	Two workshops for members of the gender machinery	2014	
	Liaise with service providers to provide training programmes.	CEO	No training has taken place	To provide 2 training programmes	2011	
	Facilitate training programmes among councillors, officials and community groups.	Mayor	No training has take place	8 councillors, all officials and 60% of community to be trained	2012	
	Ongoing mentorship and support through linkages with civil society.	CEO	There are no mentorship support programmes in place	All councillors	2013	
	Assess impact of training.	Gender Coordinator, BALA, Gender Links	Training has not taken place	<ul style="list-style-type: none"> Conduct a gender workshop to assess the impact of training Distribute a questionnaire at the end to measure the impact 	2012	
	Gender sensitivity training for both male and female councillors	CEO	No gender sensitivity training for both male and female councillors	All councillors	2012	
	Gender analysis training for councillors and staff with specific gender mainstreaming responsibilities.	Gender Coordinator, CEO	Training has not taken place	All councillors and all professional staff	2012	
To raise awareness on gender issues	Compile a calendar of special gender events and campaigns. Engage in	Gender coordinator	<ul style="list-style-type: none"> The township authority has not participated in gender events 	<ul style="list-style-type: none"> Develop a calendar for special gender events Publicity of gender events 	2011	

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STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	campaigns to raise the profile of gender e.g. Women's Day; Sixteen Days campaign.		<ul style="list-style-type: none"> No awareness has been raised around gender events 	taken care of		
	Prepare pamphlets, advertising, posters, logo etc.	Gender Coordinator, CEO	Publicity materials not been prepared	Budget for publicity materials available	2015	
	Run competitions, sporting activities that challenge stereotypes.	Gender Coordinator, CEO	Activities to challenge stereotypes never conducted	Number of successful competitions and sporting activities	2015	