

**GENDER ACTION PLAN FOR LOCAL AUTHORITIES IN THE OSHANA, OMUSATI AND OHANGWENA REGIONS**



## Acronyms

ALAN	Association of Local Authorities in Namibia
AMICALL	Alliance of Mayors and Municipal Leaders on HIV/AIDS in Africa
CDO	Community Development Officer
CEO	Chief Executive Officer
CMO	Community Mobilisation Officer
CRO	Chief Regional Officer
COD	Congress of Democrats
EDO	Economic development officer
GEMSA	Gender and Media Southern Africa Network
GFP	Gender Focal Person
GMS	Gender Management System
HOD	Head of Department
HR	Human Resource
KPI	Key performance indicator
LA	Local Authorities
LDC	Local Development Committee
LEDO	Local Economic Development Officer
LTB	Local Tender Board
MGECW	Ministry of Gender Equality and Child Welfare
MoH	Ministry of Health
MRLGHRD	Ministry of Regional, Local Government, Housing and Rural Development
MYSC	Ministry of Youth, Sports and Culture
NABTA	Namibia Bus and Taxi Association
NANAWO	Namibia National woman's organisation
NASOMA	Namibia Social Marketing Association
NATIS	Namibia Traffic Information System
NCCI	Namibia Chamber of Commerce and Industry
NORED	Northern Region Electricity Distributors
PLWHAs	People living with HIV and Aids
PPPUE	Public/private partnership for urban environment
PRO	Public Relations Officer
RACOC	Regional Aids Co-ordinator Committee
REMU	Regional emergency management unit
SHP	Sexual Harassment Policy
TOR	Terms of Reference
WAD	Women Action for Development
WCPU	Women and Child Protection Unit

## **Summary**

This action plan follows the launch of the study, *At the Coalface, Gender and Local Government* which took place on 23<sup>rd</sup> July 2007 in Windhoek and was officiated by Hon. Netumbo Nandi-Ndaitwah, Acting Minister of Gender Equality and Child Welfare in the presence of Hon Minister John Pandeni, Minister of Regional and Local Government, Housing and Rural Development.

The study found that at 42 percent Namibia has the highest proportion of women in local government in the Southern African Development Community (SADC). A key conclusion of this study is that gender needs to be systematically mainstreamed into the work of local government so that this sphere of government can become a vehicle for achieving gender equality where it matters most, on the ground.

Following the launch, Gender Links in partnership with the Association of Local Authorities in Namibia (ALAN) organised a workshop with 51 councillors and officials from each of the 13 regions as well as representatives from the ministry of Gender Equality and Child Welfare and civil society to develop a gender strategy for local government which was adopted by ALAN.

In November 2007 representatives from ALAN, the Ministries of Gender Equality and Child Welfare and Regional and Local Government, Housing and Rural Development and local authority councillors joined a Training of Training workshop to develop the Gender Action Plan Manual for Namibia that is being used to roll out gender action plans in all provinces from May to July 2008.

This plan was developed at the fifth workshop held in Ongwediva from 9 – 11 July 2008 which was attended by 31 representatives (18 women and 13 men) from eight of the nine Local Authorities in the Oshana, Omusati and Ohangwena regions, representatives from the City of Windhoek and Nkurenkuru local authorities as well as representatives from ALAN and the Ministry of Regional and Local Government, Housing and Rural Development. It should be noted that as this is joint regional plan, it will require further fine tuning to suit the specific needs and circumstances of each local authority.

## **Country background**

Namibia is located in south-western Africa and it borders Angola to the north, Botswana to the east, South Africa to the south and the Atlantic Ocean to the west. It has a land area of 824 292 sq km with a population of 2 088 669 million (UN 2008 estimate). According to the World Health Organisation (2006), Namibia has an annual population growth of 2,3% and has a life expectancy age of 52 years for men and 53 years for women (OSISA, accessed 20 June 2008). 51% of the population are women and 49% are men (Namibia Census Indicators 2001 and 1991). Approximately 33% of the population live in urban areas with the remaining 67% living in rural areas.

The capital city of Namibia is Windhoek. The country is divided into 13 regions, namely Caprivi, Erongo, Kavango, Hardap, Karas, Khomas, Kunene, Ohangwena, Oshikoto, Omusati, Omaheke, Oshana and Otjozondjupa. United Nations (2005) ranks Namibia at number 125 out of 177 countries when it comes to the Human Development Index, a summary composite index that measures a countries average achievement in three basic aspects of human development: longevity, knowledge and a decent standard of living. The main exports of the country are diamonds, copper, gold, zinc, lead, uranium and livestock (OSISA, accessed 20 June 2008).

### *Gender in Namibia*

Two national documents and several gender policies and programmes guide Namibia in addressing gender issues namely the National Gender Policy (NGP) and the National Gender Action Plan (NGPA). The NGP of 1999 sets out the reasoning underlying the government's gender policy, while the NGPA of 1998 sets out the methods the government employs for achieving a gender balance in power and decision-making (LeBeau, D. and Iiping, E., 2004, p.4-5). In addition, there are national structures such as the Ministry of Gender Equality and Child Welfare, gender focal points in all ministries and government organisations which were established to address gender inequality. There have also been several reforms to the laws such as Married Persons Equality Act (No.1 of 1996), Combating of Domestic Violence Act (No.4 of 2003), Combating of Rape Act (No.8 of 2000), Affirmative Action Act (AAA) (No. 28 of 1998), and the Domestic Violence Bill of 2002-2003.

AIDS is the main cause of death in Namibia and its prevalence rate of around 20 percent places Namibia amongst six countries in the world most affected by HIV/AIDS. The worst-affected area of the country is Caprivi where the prevalence rate is 43% (UN 2007). There are differences in HIV and AIDS prevalence rate by sex as more women than men are infected with the HI virus and researchers attribute this difference to factors such as gender-based violence, women living in poverty and women's lack of access to social and economic resources, all of which place women at particular risk (Namibia's Country Report on the African Union Solemn Declaration on Gender Equality in Africa, 2006, p. 10).

### *Women in Politics*

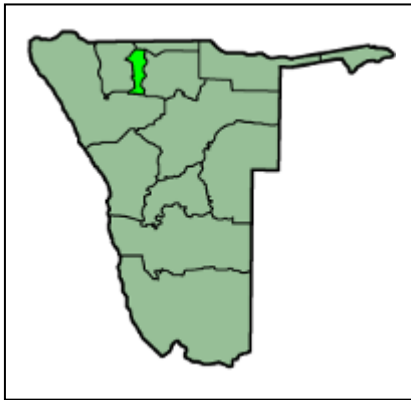
The breakdown of women representation in Namibian governance structures is below:

<b>Level of Govt</b>	<b>Members/ Cllrs</b>	<b>No women</b>	<b>% women</b>
Cabinet	22	5	23%
National Assembly	78	24	30.76%
National Council	26	7	27%
Regional Council	107	12	11%
Local Authority	323	135	42%

**Source:** Gender Links, At the Coalface, Gender and Local Government in Southern Africa.

The 30% women representation in the National Assembly, has just recently been reached, a development which sees Namibia joining Mozambique, South Africa and Tanzania in achieving the 30% quota set by the SADC in the Declaration on gender and development. This target has since been increased to 50 percent. At 42%, Namibia has the second highest representation of women in local government in the SADC region, Lesotho has the highest representation at 58%.

## Background and demographics of the regions



### Oshana region

The Oshana region is located in the northern area of Namibia and covers the smallest area of the country 8,653 km<sup>2</sup>. It is one of three regions in the country without either a coastline or a foreign border. It borders the following regions: Ohangwena in the north, Oshikoto to the east, Kunene in the south and Omusati to the west.

The Oshakati-Ongwediva-Ondangwa complex grown substantially in recent years and forms an important commercial and potential industrial focus. Most businesses in

northern Namibia are located in this region, providing a significant amount of employment, but urbanisation is continuing and unemployment has risen since the withdrawal of the South African Security Forces.

Agriculture and cattle farming are main sources of income in the region with omahangu (pearl millet) being the principal staple crop grown in Oshana. Much of the southern portion of Oshana is an extensive savannah plain, stretching as far as the Etosha Pan, with high salinity of soil and water which render it unsuitable for grazing or cultivation.

### **People**

Despite being the smallest of the 13 regions Oshana has the fifth largest population and the second largest population density (18.7) in the country. According to the 2001 Population and Housing Census of NPC the population size is approximately 161 916 which constitutes approximately 8.8% of the total Namibian population. Women are in the majority in the region constituting 54% of the population. Over two thirds (69%) of the population live in rural areas. Over half the population (53%) are between the ages of 15 and 59 and almost two thirds (63%) have never married.

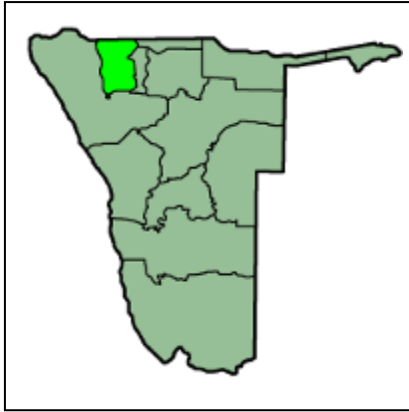
More households are headed by women (54%) compared to men (46%). There is a 89% literacy rate of residents older than 15 years but the number of children between the ages of 6 and 15 attending school is very low, with more girls (52%) compared to boys (48%) attending. Oshiwambo languages are spoken in the majority (93%) of homes. 41% of the in labour force is unemployed, but this figure has not been disaggregated by sex (2001 Population and Housing Census of NPC).

### **Services**

According to the 2001 Census indicators, 93% of households in the region have access to safe water, but almost half (49%) have no toilet facility and a very small portion of the population (19%) have access to electricity for lighting, while 66% use wood/charcoal for cooking. There are reasonably good hospitals situated at Oshakati and Onjiipa, which supports a number of clinics. Although both primary and secondary schools are spread across the region, there are still too few.

### **Local Authorities**

The Oshana region includes the local authorities of Oshakati (capital), Ongwediva, and Ondangwa. Nine of the 21 (43%) local authority councillors in the region are women, this is just above the country average of 42% women in local government.



### **Omusati region**

The Omusati region, located in northern-most region of Namibia and bordering the Cunene province of Angola, covers an area of 26,573 km<sup>2</sup>. Domestically it borders Ohangwena in the northeast, Oshana to the east and Kunene in the south and west

The landscape of this northern region is made up of a series of sand dune of varying depths. The region is predominantly agricultural with both crop and livestock farming being sources of income. However, the grazing is of poor quality and the water generally saline. Omahangu (pearl millet) is cultivated successfully. Various irrigated crop farming projects have been established such as the Ebandulo Project (small scale commercial farming) and the Etunda Irrigation Project (large scale commercial farming).

Trade and service sectors provide employment outside of the agricultural sector in the urban areas and manufacturing takes place on a smaller scale. With large scale investment and marketing tourism has the potential of becoming the Region's most important industry.

### ***People***

The Omusati region has the second largest population in the country after the Khomas region, at approximately 228 842 it constitutes about 12.5% of the total Namibian population. There are more women (55%) than men (45%) in the region. A tiny portion of the population (1%) lives in urban areas with the majority of people (99%) residing in rural areas. Less than half of the population (45%) are between the ages of 15 and 59 and the majority (60%) have never married.

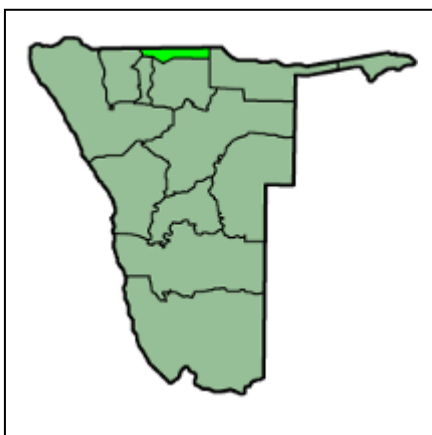
Close to two thirds (62%) of all households in the Omusati region are headed by women. There is an 83% literacy rate and more girls (91%) between the ages of 6 and 15 attending schools compared to boys (88%). Oshiwambo languages are spoken in the majority (95%) of homes in the region. 36% of the labour force is unemployed, but this figure has not been disaggregated by sex. Farming, at 46%, is the main source of household income in the region (2001 Population and Housing Census of NPC).

### ***Services***

According to the 2001 Census indicators, 83% of households in the region have access to safe water, but the majority of households (83%) have no toilet facility and only a small portion of households (4%) have access to electricity for lighting with the majority (93%) using wood/charcoal for cooking.

### ***Local Authorities***

The Omusati region includes the local authorities of Outapi (capital), Okahao, Ruacana and Oshikuku. Women make up the majority of local councillors in the region with 13 out of the 24 (54%) councillors being women, this is a remarkable 12% above the country average of 42% women in local government.



### **Ohangwena region**

The Ohangwena region is located in northern-most region of Namibia and borders the Cunene and Cuando Cubango provinces of Angola. It is the second smallest region in the country and covers an area of 10,703 km<sup>2</sup> which represents 1.4% of the total land area of the country. Domestically it borders Kavango and Omusati to the east, Oshikoto in the south, Oshana in the southwest.

This is a predominantly subsistence agricultural region with small scale mahangu cultivation and keeping cattle forming the main source of income, but the soil quality is poor, the land overgrazed and the area is dependent on rainfall the levels of which are often low. The eastern part of the region has good grazing land, but it is mostly uninhabitable due to a shortage of water and poor communications.

### ***People***

The Ohangwena Region has the third largest population in the country after the Khomas and Omusati regions. At approximately 228 384 it constitutes 12.47% of the total Namibian population. The region does, however, have the highest population density with 21.3 persons per square kilometre. There are more women (55%) than men (45%) in the region.

The region is one of the poorest in Namibia, with 99% of the population living in rural settlements and traditional homesteads and a mere 1% living in urban areas. Less than half of the population (41%) are between the ages of 15 and 59 and the majority (69%) have never married.

Due to the poor economic situation and the lack of promising future prospects, young people and particularly males are increasingly migrating the larger urban areas in the South of the country, to seek employment. As a result there is a high proportion of elderly people and women as heads of households. Close to two thirds (60%) of all households the Ohangwena region are headed by women.

There is a 79% literacy rate and more girls (53%) between the ages of 6 and 15 attending schools compared to boys (47%). Oshiwambo languages are spoken in the majority (97%) of homes in the region. 36% of the labour force is unemployed, but this figure has not been disaggregated by sex. Farming, at 52%, is the main source of household income in the region, the second highest source of income (20%) comes from pension claims (2001 Population and Housing Census of NPC).

### ***Services***

Many areas still lack access to safe water. Electricity supplies and telecommunication links are weak. Several clinics still have no telephone line and limited transport opportunities. According to the 2001 Census indicators, 78% of households in the region have access to safe water, but the majority of households (89%) have no toilet facility and only a small portion of households (4%) have access to electricity for lighting with the majority (94%) using wood/charcoal for cooking.

### ***Local Authorities***

The Ohangwena region includes two local authorities, Eenhana (capital) and Helao Nafidi. Women make up the half of local councillors in the region with 7 out of the 14 (50%) councillors being women, this is 8% above the country average of 42% women in local government.

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## **PRIORITY ACTION AREAS**

Further to the detailed gender action plan attached, below are short and medium term priority action areas identified by the workshop delegates.

### **Short term (May 2008 – May 2009)**

#### **Adoption and implementation of the plan**

- GL to forward the plan and strategy through ALAN who will forward to the various councils
- Participants to sensitise the council to this plan and make amendments to suit the specific needs of each council.
- The plan is to be tabled at management committee meeting as an agenda point which will then be tabled before the council for adoption – by the latest end September 2008
- ALAN to facilitate and monitor this process from August 2008.
- Report back at the ALAN Congress taking place in September 2008
- Implementation by December 2008
- Both Ministries avail themselves for assistance and information and be kept updated on the process.
- Mid term review to take place on short term action areas in February 2009.

#### **Governance and participation**

- Compile and update statistics of women in leadership positions on management and other committees (Nov 08).
- Compile statistics of women and men employed within the council (Dec 08).

#### **Service delivery**

- 50% of women participating in the informal sector to be integrated with partnerships and mergers (Jan 09).
- Ensure gender balance on housing committee (Sept 08).
- Create an environment committee in which women and men are represented equally (Sept 08)
- Mentoring new councillors and employees (immediate)
- Have access to information on ARV's and keep statistics on access to treatment.
- Introduce or, where they exist, increase learnerships for girls and boys (July 08).

### **Medium to long term (August 2009 onwards)**

- Conduct a skills audit of councillors (2010 – after next elections)
- Obtain updated statistics on GBV (2010)
- Create a vote item in the budget specifically related to women's empowerment (2009/10)
- Housing women to have equal access to erven (Jan 09 – 2018)
- Facilitate implementation of income generating activities (2010)
- Prepare a poverty eradication strategy which make explicit mention of women headed households (2011)

**DRAFT**  
**FRAMEWORK GENDER ACTION PLAN FOR LOCAL COUNCIL IN OHANGWENA, OMUSATI AND OSHANA REGIONS, NAMIBIA**

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.	Public commitment to achieving parity between male and female councillors – through mobilisation of women as candidates.	Political Party coordinator Mayor	Eenhana - 3/7 Helao Nafidi - 3/7 Outapi - 4/7 Okahao – 4/7 Ruacana - 3/5 Oshikuku - 3/5 Ondangwa - 3/7 Ongwediva - 3/7 Oshakati - 2/7 CoW – 5/15 Nkurenkuru – 3/7	50% representation of women councillors	2011	
	Lobby all political parties to adopt and implement the zebra list system and include these provisions in their manifestos.	Mayor/ Political Head of Council	In most instances the zebra list is not necessary adhered to	50% women’s representation in political parties	2009	
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 through HR department list	Eenhana, Outapi, Oshakati have statistics Oshikuku does not have stats <i>What are the actual statistics?</i>	Sex disaggregated statistics on women in leadership positions in local government.	Oct 08	
	Take measures to ensure equal representation of women in leadership positions in council.	Mayor/ Chair Person and CEO (AA)	70% of men and 30% women	50% of all leadership positions to be held by women.	By the Next Election (March 2009)	
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.	Cllrs but more specifically women cllrs	Only 10% awareness raising has been done in this regard	Women to target other women to reach the 50%		
	Work with the Ministry of	MGE CW,	No work has been done with	Indication through Curriculum	2010	0

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	Education to encourage gender balance in their curricula and promote gender equality in schools.	Cllrs, ALAN	the Ministry of Education to date	in Schools		
<b>Participation</b>						
To increase participation by women because their concerns are often sidelined or overshadowed by political party concerns.	Establish a multi party women's caucus (see also GMS).	Women Cllrs	There is no multi party women's caucus	Multiparty women's caucus established	2010	150.000
	Network with other local, national and provincial women's caucuses.	Women Cllrs	Some networking has been done but this needs to be strengthened	External links established	2015	300.000
	Political parties should identify women who have leadership potential and groom them into leadership positions	Political parties	There are no grooming programmes in the councils	50% of women groomed over 5years	2013	Party Budget
To empower women councillors to articulate what are regarded as "women's issues."	Conduct a skills audit.	ALAN, NALAO, MRLGHRD	No skills audit of councillors has been done in the past	Specific data on the specific skills of councillors.	2010 after Elections	500.000
	Training needs identified by women councillors eg gender, public speaking and assertiveness.	ALAN/ NALAO, MRLGHRD	Once off Induction, legal framework Interpretation, NIPAM initiative OPM	<ul style="list-style-type: none"> <li>- 3 - 4 training courses offered to councillors annually</li> <li>- All female and male councillors</li> <li>- Improved performances.</li> </ul>	2015	1.000.000
	National: MLGHRD should develop training and material on political issues, legislation, town planning and public speaking.	ALAN/ NALAO, MRLGHRD	There are some materials in the process of development through the NIPAM Initiative of the Office of the Prime Minister	Printed Materials and Guidelines as well as <i>how to Manuals</i>	2013	200.000
	Council meeting rules should accommodate the use of vernacular so that councillors can use their first language in meetings and interpretation should be provided.	Mayor, Council chair	Currently a language understood by all is being used and followed by interpretation should there be ambiguity	Increased level of participation by all Councillors	Ongoing	0
	Induction programmes for	MRLGHRD,	There are currently induction	- 1 initial induction course	2013	500.000

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	new councillors with follow up refresher courses.	ALAN	programmes to some extent but no refresher courses and these are not gender sensitive	after the elections - 2 refresher courses provided annually - All male and female councillors		
To empower men on gender issues and mobilise their support.	Gender training workshops for male and female councillors and officials.	ALAN, NALAO, MRLGHRD	Previous training has been conducted by an NGO (GL) with ALAN - all local authorities have participated	All male Cllrs and Officials participate in gender training	2010	300.000
	Gender dialogues with male Councillors and officials.		No gender dialogues have taken place in the past	Dialogues twice a year in each council	2010	100.000
<b>Community mobilisation</b>						
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.	Councillors, Officials	Councils do not have data on communities	- Sex disaggregated data on the community - Information documents produced and minutes for meetings	2010	15.000
	Encourage men to participate in public meetings and on issues that are traditionally considered to be only of concern to women.	Councillors, Officials	Currently about 20% men 80% women participate in public meetings	50% of those participating in public meetings should be men	2010	0
	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	Local Authorities through Councillors/ Officials	Currently no education or information dissemination takes place on issues that affect women	- Quarterly newsletter - Increased number of public meeting in English, and vernacular languages	2010	180.000
To ensure that women are consulted equally in policy-making processes.	Conduct specialised participation exercises for women.	Cllrs, Ward Comm's CBOs	Currently there are no specialised participation exercises with women in policy-making	Consultations take place before and after policies are made	2010	10.000
To mobilise men at local level and ensure that they do not feel threatened by	Conduct workshops with men's groups.	ALAN, NALAO, MRLGHRD	There have been no workshops with men's groups	2 workshops conducted annually	2010	200.000

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
gender equality.						
<b>Communication</b>						
To ensure that council publications do not perpetuate gender stereotypes.	Review of Council publicity from a gender perspective; developing materials that challenge stereotypes.	Councillors, Officials, MRLGHRD	There has been no review of councils' publications	Gender aware publicity materials.	2010	100.000
<b>II. GENDER SPECIFIC PROGRAMMES</b>						
<b>Safety and security: Gender violence</b>						
To educate communities on gender based violence which is rooted in unequal power relations and is "hidden" despite being one of the major challenges facing the council.	Devise a comprehensive programme on Gender Based Violence.	Police, MGECW, Admin, MoH, ALAN	There are no programmes on GBV within council	Printed and implemented gender policy	2010	165.000
	Conduct awareness campaigns; take a high level political stance against GBV. Plan for and participate in the Sixteen Day Campaign.	Councillors	Councils have not participated in GBV awareness campaigns	One activity during the 16 Days Campaign	Nov 08 annually	40.000
To obtain reliable statistics on gender based violence.	Conduct gender safety audits and reflect specific targets for reducing GBV.	Police, MGECW, Admin, MoH	No safety audits have been conducted in the past	- Sex disaggregated data available - Safety audit results	2011	20.000
To educate the police on GBV because most cases go unreported as women fear reporting such cases and conviction rates are low as police often do not regard GBV as a priority.	Work with the police and communities in ensuring that cases of gender violence are reported and addressed.	MRLGHRD, MoSS	No work has been done with the police and communities on ensuring that GBV is reported	Decrease GBV by 50% over a period of 5yrs	2013	0
	Liaise closely with the police; ensure a private room/ victim empowerment unit at police stations; improve the services provided by the Police.	Woman and Child protection unit (WACPU)	There are facilities for women at WACPU but these are under resourced	- Training for police officers to deal with cases of GBV - Feasibility study of units/rooms at the police station - 35% increase in number of reported cases and convictions GBV - Police dockets on GBV.	2015	0
To make communities safer as street lighting is often poor especially in public places adding to the	Work with communities to ensure that all public spaces such as parks, cemeteries, and all neighbourhoods are	Infra-structure	Currently about 35% of streets are lit	- 90% improvement in street lighting - 80% decrease in sexual assault in public places	2030	25000.000

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
dangers of GBV.	safe with adequate street lighting.					
To provide better support and more places of safety and care for survivors of GBV	Strengthen and support shelters and places of safety for survivors of gender based violence.	Infra-structure, Admin	Some councils have a shelter and other have none	All councils should have one of place of safety and care	2010	2500.000
To provide post-traumatic facilities for survivors of GBV.	Facilitate the enhanced and co-ordinated provision of post-traumatic services and facilities.	Police, MGECW, Admin, MoH, ALAN	There are no post-traumatic facilities for survivors of GBV	Make land available for one post traumatic facility per local authority	2015	150.000
To provide information on where survivors of GBV can get help.	Promote city and NGO publications and pamphlets in different languages on where to get help.	PRO, Health	There is information on where survivors of GBV can get help	100 000 pamphlets and posters produced and distributed	2010	180.000
To address increasing levels of sex work specifically affecting young girls	Develop a plan to work with national ministries and stakeholders to protect sex workers	Line Ministries, Health Inspector	This is an emerging issue	Assessment report/ plan on sex work as an emerging issue for locals councils	July 2009	
<b>Early learning</b>						
To provide affordable child care to free women to participate in the labour force,	Greater coordination between the council and MGECW and Education in provision of quality early childhood development facilities.	LED, Health Inspector	Some councils have provided land and basic municipal services to childcare facilities	1 affordable child care centre to woman.	2030	650.000
<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.	Street naming committee	40% of street are named and 60% are not named	80% of streets named by 2010	2010	28.000
	Council to establish a disaster management unit which should include counselling to victims of disasters.	Admin	Councils do not have disaster management units or plans	Established emergency management committee (EMC) and fully operational	2010	35.000
	Lobby businesses to assist people in need.	Councillors	Some support from business has been offered in the past	Large and chain business targeted	2010	10.000
	Institute a policy regarding the establishment of	CEO	There are policies in place that regulate buildings	- Building policies, formulated, reviewed and	2010	22.000

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	settlements and building regulations to ensure adequate spacing between buildings.			implemented in all local authorities		
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.	Woman Councillors, community activists, Fire brigade	There are no awareness programmes that target women on prevention of fires	90% reduction in the number of people who lose their homes due to fires.	2009/10	5000.000
	Train community members on how to handle emergencies, including first aid.	Health inspector, MRLGHRD, MoSS, Regional council, Fire brigade	No training has been conducted with community members on how to handle emergencies	All informal settlements targeted especially inhabitants of shanty towns.	2009/10	280.000
<b>The economy and job creation</b>						
To obtain sex disaggregated data on unemployment levels in local authorities	Conduct surveys, collect data and analyse it.	LED Manager	Not at local levels.	Availability of sex disaggregated data.	2015	155.000
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.	MRLGHRD, MGECW, Ministry of Labour	Currently about 30% women and 70% men are employed by local councils	- 50/50 employment in council - Affirmative action reports	2030	0
	Facilitate employment opportunity workshops for women in communities to enable them to be better placed to access opportunities and inform women about economic opportunities.	MGECW, Councillors	There are have been no employment opportunity workshops in the council	20% increase in women employed by council	2030	0
	Create a vote item in the budget specifically related to women's empowerment.	LED	There is no vote item specifically related to women's empowerment in	Vote item created and budgeted for in all local authorities	2009/2010 budget	500.000

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
			council			
To promote equal representation of women in the tourism industry	Facilitate development and entry of women into the tourism industry.	LED	There are no statistics on women's participation in the tourism industry	50/50% of men and women participating in the tourism industry.	2010	100.000
<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.	Finance Manager	People are assisted in some councils on how to complete tenders but this is not focuses on women	5% increase in the number tenders submitted by women and contracts allocated to women	Sept 2008	N\$ 30,000.00
	Conduct an Audit of the procurements department and analyse the point system.	Accountant GFP	About 5% of contracts are awarded to women but no audit has been done on procurements	- Audit results - 50% contracts awarded to women - List of contractors disaggregated by sex	October 2008	
	Implement and monitor quotas for women for the awarding of council contracts	Tender Board Committee	There are no current statistics on contracts awarded and there is no point system	50% of quota to be awarded and every second tender to be awarded to women.	Ongoing	
	Lobby parliament to amend the tender board regulation act (LTB) to change the current provision of two women to 50% of those sitting on the tender board that awards contracts.	MRLGRHD, ALAN, Councillors	Women are in the minority on tender boards	50% women on the tender board.	Ongoing	
	Encourage and affirm larger businesses that sub-contract women-owned enterprises.	Tender Board Committee	There are no incentives for businesses that sub-contract to women-owned enterprises	Points awarded to business who sub-contract to women	Ongoing	
<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 national	Prepare a poverty reduction strategy, which makes explicit mention of women and female-headed households.	LED Officer	- Poverty levels are at about - 84% with about 70% percent of women living in poverty. - There is no poverty reduction strategy.	- Poverty reduction strategy in place - Poverty reduced by 40%	To be in place and running in 2011	N\$60,000.00 per annum

<b>STRATEGIC OBJECTIVE</b>	<b>ACTION</b>	<b>WHO</b>	<b>BASELINE</b>	<b>TARGETS/ INDICATORS</b>	<b>WHEN</b>	<b>BUDGET</b>
planning commission (NPC)	Conduct Sustainable Livelihoods assessment to identify needs and appropriate interventions to enhance the livelihoods of poor and very poor households.	LED Officer	No assessment has been done in the past	Assessment results	2010	N\$ 30,000.00
	Implement food security and nutrition programmes.	Health inspector	Some councils have soup kitchens	Various gardening projects to improve nutrition.	Ongoing	N\$40,00.00
	Facilitate the implementation of income-generating activities, improve resources allocated and implement monitoring.	LED Officer	Currently in some councils there are some income generating activities such as Brick making but activity has stopped	4 income generating projects per council targeted at women	2010	N\$20,000.00
	Liaise with and support CBOs and NGOs already working with poor households.	LED, PRO officers	No work is being done with NGOs and CBOs working with poor households	Support 5 NGOs/ CBOs	2009	
<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.	LED Officer, PRO, Councillors	1:5 women compared to men participate in the business sector	35% of women to participate in the business sector	September 2009	
	Community liaison official to disseminate information and advice about sourcing economic opportunities.	LED, PRO, Councillors	There is no information for women about sourcing economic opportunities	- Information disseminated - 80% of all women well informed in the business sector.	Ongoing	N\$ 5000.00
	Encourage public and private business partnerships.	CEO, LED	There are some partnerships eg. with Nored in terms of electricity.	- 30% increase in partnerships formed - Twining between towns.	End of July 2009	N\$20,000.00
To empower women entrepreneurs through business skills and support	Facilitate skills development, access to information and finance, and business support for poor women.	LED officer, Finance Manager, PRO, NCCI, MTI	Skills development has been done but not specifically for women.	50% of all women empowered	Ongoing	N\$ 50,000.00
	Facilitate increased involvement of women-headed companies by raising their awareness and providing	LED and PRO, NCCI, MTI	- Councils have subsidised women to exhibit at trade fairs in the past - Some training has been	- Training provided - Subsidies provided for women to exhibit at trade fairs	July 08	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	them support.		done for business women through WAD - Information is provided through business associations	- 50% all companies to be headed by women		
<b>Informal sector</b>						
To promote equal access to markets.	Link women to growth sectors.	LED, NCCI, Financial institution and Min of Trade & Industry	About 65% of those participating in the informal sector are women	10 new formal businesses to be formed	Ongoing	
	Integrating women with partnerships, mergers etc.	LED, NCCI, Financial institution and Min of Trade & Industry	Women have not been integrated in partnerships and mergers in the past	50% women participating in the informal sector to be integrated with partnerships/ mergers	Ongoing	
<b>INFRASTRUCTURE</b>						
<b>Housing</b>						
To promote the equal rights of women to land tenure	Collect sex disaggregated data on housing.	Property manager, property clerk	There is no sex disaggregated data on housing	Sex disaggregated data on housing.	2008	
	Adopt a quota system to ensure that women have equal access to erven.	Technical and Property Manager	There are no policies in place to ensure women's access to erven	50% of women have access to housing	Ongoing	
	Ensure gender balance on the housing committee.	Build Together Committee	Women are represented on the housing committee	50% of the housing committee should be women.	Ongoing	
	Increase the range of housing options available to poor households.	Shack Dweller Federation, Build Together	Previously there was no land tenure for women and some women are still not aware of their rights to access land or cannot afford it	50% of women owning the land	Ongoing	
To ensure that women's needs are taken into	Incorporate the needs of women into the residential	Building Together	Consultation on residential design takes place at public	Customer satisfaction survey/ questionnaires	Ongoing	

<b>STRATEGIC OBJECTIVE</b>	<b>ACTION</b>	<b>WHO</b>	<b>BASELINE</b>	<b>TARGETS/ INDICATORS</b>	<b>WHEN</b>	<b>BUDGET</b>
account because they are mostly affected by inadequate housing.	design.	Committee, Property Manager	meetings			
	Identify unsatisfactory living environments and formulate recommendations for their improvement.	Build Together Committee, Environ Officer	There have not been any assessments of living environments	Focus Groups discussion/ Block discussion	Ongoing	
	Permit low-impact economic activities to be undertaken from dwelling units.	Councillor	Low-impact economic activities are regulated by the Town Planning Scheme	Consult community members regarding their views on giving permission to perform low-impact economic activities	Immediate	
To ensure women's equal access to housing subsidies.	Educate women on housing policies and subsidies.	Build Together Committee, Pro, LED, Property Manger, Property Clerk	<ul style="list-style-type: none"> <li>- There is no information on women and housing</li> <li>- There is no existing material that can be used regarding policies and subsidies</li> </ul>	All women and men educated on policies and subsidies	Ongoing	N\$10,000.00
	Conduct surveys to produce sex disaggregated data.	Property Manager	About 40% of women access housing subsidies	50% of women to access housing subsidies	Immediate	
	Audit housing plans.	Building Inspector	There have been no audits done in the past	Audit results	July 2008	
To adapt housing policies so that they are gender sensitive	Review current policies and change them to make them gender sensitive.	Mgmt Committee, Town Planner	Housing policies have not yet been reviewed	<ul style="list-style-type: none"> <li>- Reviewed policies in place</li> <li>- Gender is mainstreamed in programmes</li> </ul>	Ongoing	
<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 sex disaggregated data to establish who uses public transport, whose needs are being met and whose are not.	NABTA, Town planners, Transport	There are no statistics and data for public transport users	Statistical data to be available	Ongoing	
	Taxi and bus stations and stopping points to be regulated in order to make travelling safe for all people,	LED Officer	No studies have been done in regarding taxi and bus stations and stopping points and the safety thereof	<ul style="list-style-type: none"> <li>- Sex disaggregated statistics from the police</li> <li>- 70% decrease in violence</li> </ul>	Ongoing	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	especially women and children.					
	There should be effective policing to ensure that taxis comply with safety standards and laws, including that they be registered and that they go for regular roadworthy tests.	Police, NABTA	Sometimes road blocks are set up	<ul style="list-style-type: none"> <li>- 100% decrease in violence/ accidents/ deaths?</li> <li>- Taxis roadworthied every three months</li> </ul>	Ongoing	
	Taxis should issues receipts with registration numbers thereon.	NABTA, NATIS	There is no policy in place currently regarding receipts	All Taxis issue receipts	End of 2008	
	Lobby for legal taxi's to be one colour so that they are easily recognisable.	NABTA/ Min of Transport	Taxis are different colours	All taxi's conform by 2018	2018	
	Establish a committee to give advice to NABTA and councils	Min of Transport	There is no such committee in place	Committee in place and advise to be given	2010	
	Address pedestrian safety, especially in informal settlements.	Traffic Officer/ MVA	There are no statistics on pedestrian safety by evidence shows that streets are not safe for pedestrians	<ul style="list-style-type: none"> <li>- Pavements/ side walks on main roads</li> <li>- Pedestrian crossings</li> <li>- Speed bumps in informal settlements</li> </ul>	August 2008	
To empower women to participate in the male-dominated transport sector.	Gather sex disaggregated data on who owns and drives taxis.	NABTA/Min of Gender Equality	There are no sex disaggregated stats on taxi drivers and owners	Sex disaggregated data available	September 2008	
	Encourage and support women to drive and own taxi's and get women on taxi associations.	NABTA	There are no female taxi owners or drivers	50% increase in women taxi owners and drivers	October 2009	
<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.	Infrastructure, Nored, sub-contractors	There are no free services to poor households	<ul style="list-style-type: none"> <li>- Statistics on poor households disaggregated by sex</li> <li>- Feasibility study on providing poor households with basic services</li> <li>- Prepaid system for services</li> </ul>	2009	N\$300,000.00
	Council should respond to	CEO,	Nothing is being done to help	80% of poor households to be	From 2008	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	calls for information by those who cannot afford services and where possible subsidies should be provided.	Councillors	the poorest people to get access to basic services.	assisted	onwards	
	Create jobs through awarding tenders, community projects, cash for work and training for women in this sector.	LED, Business Community MTI	Women are currently involved in refuse removal and infrastructure development in some councils	50% of women to be employed through tenders and	December 2008	N\$100,000.00
	Ensure that women are consulted prior to the provision of services.	Councillors	There has been no consultation process in the past	Equal numbers of women and men to be consulted	Immediate	N/A
	Align services to the needs of women.	Infra-structure, Nored, NAM WATER	Current state of service delivery is satisfactory	Services aligned with needs of women	Ongoing	N/A
	Involve women in the management and maintenance of these services and facilities.		Currently about 30% of women are involved in the management and maintenance of services and facilities	Equal numbers of women and men involved in management and maintenance of services and facilities	Immediate	N/A
	Sex disaggregated data is needed to address a business plan.		There is no business plan in place in councils	Business plan in place	Continuously	N/A
<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 an environment committee in which women and men are equally represented.	Public Health dept	Most councils do not have an environment committee	Equal representation on environment committee	Sept 08	
	Create a forum for engaging with the community on environmental health issues and ensure that women and men are equally represented and involved in for eg. the management and disposal of waste and in recycling projects.	Public health	<ul style="list-style-type: none"> <li>- In some councils (Ondangwa, Ongwediva) there are recycling projects, eg. plastic collection and recycling projects – making pipes, and bottle and tins – women are involved in these projects, bio-gas projects, grass cutting projects</li> <li>- There are no</li> </ul>	<ul style="list-style-type: none"> <li>- Equal representation of women and men on environmental forum</li> <li>- At least 3 recycling projects in each town that are managed by women</li> </ul>	Sept 08	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
			environmental health forums			
	Provide more bins for refuse collection	Public health, health inspector	Refuse is collected once a week, but in some places there are not enough rubbish bins	Each household to be provided with a rubbish bin	Sept 08	
	Provide and maintain public toilets.	Public health, Infrastructure	<ul style="list-style-type: none"> <li>- Ondangwa has done a public survey, most public places do not have public toilets</li> <li>- WDH had done a survey and there are public toilets, public toilets were build without consultation and now they are being demolished and rebuild to incorporate the needs of the community</li> <li>- Other councils do not have any public toilets</li> </ul>	<ul style="list-style-type: none"> <li>- Survey on public toilets</li> <li>- Public consultation with women and men regarding location of public toilets</li> <li>- Public toilets maintained daily</li> <li>- Number of toilets based on recommendations by community consultations</li> </ul>	Sept 08	
To consult women on solutions to waste removal problems as they are primarily responsible for waste disposal.	Consult women in finding alternative solutions for waste removal.	Public health	There have been public meetings to discuss waste removal but women have not been specifically targets	1 meeting quarterly with women	Sept 08	
<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.	Sex disaggregated data on HIV/AIDS for the council; integrate gender considerations local HIV/AIDS programmes.	Peer educator, HIV FP	<ul style="list-style-type: none"> <li>- LA's have access to statistics on HIV and AIDS through various organisation in the community or the DoH</li> <li>- Anecdotal evidence shows that women are most affected by the disease</li> </ul>	Sex disaggregated data collected from various organisations (New Stat centres have this information)	Immediate	
	Develop gender aware HIV and AIDS public education	Peer educator,	- Eenhana FP has been working with support	- Participation in World Aids Day activities	Aug 08	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	and awareness campaign.	HIV/ AIDS FP, RACOC	<ul style="list-style-type: none"> <li>groups for community consultations on HIV and AIDS</li> <li>- Some councils have peer educators who works on HIV and AIDS</li> <li>- Some councils have not developed any structures or campaigns to deal with the disease</li> </ul>	<ul style="list-style-type: none"> <li>- 1 public meeting a quarter to be dedicated to issues of HIV and AIDS</li> <li>- All women and men to be targeted</li> <li>- Monthly reports from peer educators</li> </ul>		
	Advocate for and promote the female condom and so that women have free access to them.	Health inspector, Peer educator, HIV FP, HIV comm	Female condoms are not readily available. They are available at some regional council offices	<ul style="list-style-type: none"> <li>- Education/ training on use of the female condom</li> <li>- Female condoms available at all council offices and health facilities free of charge</li> </ul>	Sept 08	
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.	HIV FP, Health dept, HIV coord, WACPU	<ul style="list-style-type: none"> <li>- Most councils have not participated in such awareness campaigns in the past. (Ondangwa is aware of the red and white ribbon campaign such campaigns)</li> <li>- Few councils know of or have participated in participated and promoted the 16 Days Campaign in the past</li> </ul>	<ul style="list-style-type: none"> <li>- Planned activities for the 16 Days campaign (1 or 2 activities during the campaign to highlight the links between GBV and HIV and AIDS)</li> </ul>	Nov 08	
To educate women who are not aware of the need to avail themselves of Post Exposure Prophylaxis (PEP) in the event of a sexual assault.	Integrate PEP into public awareness campaigns; Ensure that all health facilities administer PEP.	Health dept, HIV FP,	PEP is available at district hospitals and some medical centres but clinics do not have PEP	<ul style="list-style-type: none"> <li>- Education and awareness on PEP at 1 public meeting a quarter to be dedicated to issues of HIV and AIDS</li> <li>- PEP available in all health facilities</li> </ul>	Aug 08	
To educate women and men on voluntary counselling and testing which is a powerful tool for	Obtain sex disaggregated statistics on VCT. Use this to devise campaigns to encourage women and men	HIV FP	The councils do not have statistics on the number of men and women who go for VCT but this information can	<ul style="list-style-type: none"> <li>- 50% increase in number of men going for VCT</li> <li>- Equal numbers of women and men going for VCT</li> </ul>	Sept 08	

<b>STRATEGIC OBJECTIVE</b>	<b>ACTION</b>	<b>WHO</b>	<b>BASELINE</b>	<b>TARGETS/ INDICATORS</b>	<b>WHEN</b>	<b>BUDGET</b>
preventing the spread of HIV/AIDS.	to go for VCT.		be requested from VCT centres and hospitals			
<b>Treatment</b>						
To address the fact that women are often the first to access free treatment where this is available.	Sex disaggregated statistics on access to treatment and care; policy measures to rectify this.	HIV FP, New Start centre	Hospitals and New Start centres have statistics in who is accessing treatment. More women than men access treatment	Sex disaggregated data	Sept 08	
<b>Care</b>						
Councils to investigate actions that should be taken to assist women who bear most of the burden of care for those living with HIV/AIDS and young women are increasingly assuming parenting roles for their siblings.	Campaign for care work to be recognised and remunerated.	CEO, Cllrs, Support groups	There is currently no policy in care work remuneration	Feasibility study on remuneration for care work	Mar 09	
	Work with relevant gvt depts in developing sustainable solutions for OVC's.	CEO	Councils provide food for OVCs	Consultations with relevant government departments on how the councils can be involved and compliment what the departments are doing	Nov 08	
	Council to make a link with AMICALL.	HIV FP	All councils are aware of AMICALL and they work with the HIV FP	Continued links with AMICALL	Ongoing	
<b>Social development</b>						
To make community and sporting facilities more accessible to women and ensure that they benefit equally from such facilities.	Collect sex disaggregated data on the use of council community and sporting facilities.	Community dev, LED	Councils do not have statistics on who uses community and sporting facilities/ MPCCs	Sex disaggregated data on the use of community and sporting facilities.	Nov 08	
	City competency: Ensure that every library has a section on women's literature.	Community dev, LED	Some councils have libraries – where they exist they do not have women's literature sections	- All councils to have libraries - All libraries to have women's sections	2010	
	Set up mobile libraries to make reading more accessible to women especially in locations	Community dev, LED	There are no mobile libraries	Feasibility study	2009	
	Design programmes to ensure that women and men benefit equally from local authority facilities, for example promoting women in	Community dev, LED	- There are no sporting programmes in most councils - CoW has facilities and is in the process of	- Soccer, netball, hockey, tennis programmes - Programmes address needs of women and men equally	2009/10	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	traditionally male sports, eg. Soccer and boxing.		developing such facilities in informal settlements			
	Organise events and displays that celebrate women's achievements and challenge stereotypes. Encourage programmes that challenge stereotypes all spheres, including the home	Community dev, LED, Cllrs, DoE	No programmes exist that challenge stereotypes	One cultural/ sporting event per year per council	Dec 08	
To challenge the belief 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. Educate parents on how their children should be socialised.	Community dev, LED	There are no awareness programmes or training materials covering parenting responsibilities	Parenting awareness programmes incorporated in public meetings	Aug 08	
<b>IV. EMPLOYMENT PRACTICES AND ENVIRONMENT</b>						
To increase the representation of women employed in the council.	Adopt the SADC target of 50% women in all areas of leadership and employment by 2015. Explicitly prioritise gender equity in performance plans.	CEO, HR, Employment committee	Nothing has been done to prioritise gender equity in the employment practices of the council aside from the affirmative action policies	50% women in all areas of employment by 2015	2010 - 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. Develop comprehensive employment equity plans.	CEO, HR, Employment committee	<ul style="list-style-type: none"> <li>- Overall there are more men employed than women</li> <li>- COW – 2 HODs out of 9 are women</li> <li>- HN – no women HODs</li> <li>- No women HODs</li> </ul>	<ul style="list-style-type: none"> <li>- Comprehensive sex disaggregated data on employees and those in management positions</li> <li>- Employment Equity Plan</li> <li>- 50% women employed by council</li> <li>- 50% women in management positions in council spread across all departments</li> </ul>	2010 - 2015	
	Include women's targets as a component of senior managers contract.	CEO, HR	Currently there are no gender targets included in employment CEO, HR managers contracts	CEO and HR managers contracts include gender targets	July 08	
	Align the work place skills	HR	Councils don't have workplace	- Workplace skills plans	July 08	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	Plan to the Affirmative Action plan.		skills plans	developed - Workplace skills plan aligned with Affirmative Action plan.		
	Obtain buy-in and support of the unions for increased gender equity in the employment profile of the council.	Shop stewards, HR	Unions have been not been approached with regard to gender equity	1 meeting with unions quarterly	July 08	
To ensure that the recruitment and selection process offers equal opportunity to women.	All job advertisements should encourage women to apply.	HR	Job adverts do encourage women to apply	All job adverts to encourage women	Ongoing	
	Selection panels should be gender balanced.	HR	Currently selection panels are male dominated in most councils	Gender balance on selection panels.	Immediately	
	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.	HR	Current selection practices are not as gender sensitive as they should be	All selection policies are gender sensitive	Immediately	
	Incorporate gender into structure system policies and processes.	HR	Gender has not been incorporated into any policies and processes	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 and map their intended	Undertake a skills/ qualification audit and assessment of all municipal employees.	HR	Most councils have not conducted skills audits, some training assessments have been done	Results of the skills audit report	July 08	
	Devise and implement a range of capacity-building options for employees and councillors.	HR	Councils have not developed capacity building options/ plans	Capacity building plan based on skills audit	July 08	
	Succession and staff development plans should	HR	There are no staff development/ succession	Staff development/ succession plan	July 09	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
career paths	have a specific focus on upgrading the skills of women and their promotion to senior decision-making positions.		plans in councils			
	Mentoring new councillors and employees.	HR, CEO, Mayor, staff	There are no mentoring programmes for new councillors or officials	Mentoring programme	August 08	
	Increase the number of learnerships available for girls.	HR, LED	There are no learnerships available for girls or boys currently	4 – 6 learnerships available for girls and boys to access equally	July 09	
<b>Work conditions and environment</b>						
To facilitate women's equal participation in the workplace by providing support for parents because parenting responsibilities have and continue to be the main responsibility of women.	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.	Council mgmnt	Maternity leave is provided by national legislation	Three months full maternity leave through the contributions of both local government and Social Security.	1 July 2009	
	Provide and standardise paternity leave and accompany this with a programme on responsible fatherhood. Possibly consider shared maternity and paternity leave	Council mgmt	There are no provisions for paternity leave	One month paternity	1 July 2009	
	Meetings times should take the needs of all employees into consideration and not run too late.	Mayor, Chair-person	There is no policy on meeting times and procedures	Draft, approve and implement meeting policy	Sept 2008	
	Provide child care facilities for municipal employees.	Tech manager	There are no child care facilities for municipal employees	Child care facilities for employees provided	2010	
	Provide flexible work arrangements for parents.	CEO	Policies and procedures make provision for flexi time arrangement	Flexibility work arrangements for parents being practised	Aug 2008	
	Act upon employees who are not making maintenance payments.	Payroll administrator	There are provisions to comply with court orders	Implementation of maintenance payments from payroll	Immediately	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	Provide and support baby friendly facilities in council	Development Planner	There are no baby friendly facilities in council	Baby friendly facilities in council	2009	
Address issues of sexual harassment in the council.	Develop and implement a sexual harassment policy (SHP).	HR	There is no SHP, it forms part of conditions of service	- Implementation of SHP - Encouraging employee to report any form of sexual harassment	2009	
	Workplace education and awareness on the SHP	HR	There is none	Awareness programmes in each department targeting all council employees	2009	
	Code of conduct to ban the use of sexist jokes and language.	HR	There is no code of conduct	Sexist language and jokes banned from the workplace	Immediately	
<b>V. GENDER MANAGEMENT SYSTEM</b>						
<b>Planning</b>						
To ensure that women are consulted about their needs when drawing up plans for the council.	Adapt the vision and mission statement of the council to ensure that it is gender aware.	Mgmt comm, CEO	Council vision and missions are not gender aware	Vision and mission reviewed and gender aware	2009	
	Conduct surveys prior to planning to determine the needs of both women and men.	Mgmt comm, CEO	No surveys have been done to determine the needs of women and men	Gender survey results are available	2010	
	Consult with both women and men when drawing up plans.	Mgmt comm, CEO	Both men and women are consulted.	2 consultation per year in all wards	Twice a year	
	All units and departments should include gender indicators in their business plans.	HOD	There are no gender indicators in unit/department business plans	Each unit and department have disaggregated data	Jan 2009	
	Councils should administer customer satisfaction surveys that are disaggregated and analysed according to gender.	Mgmt comm, CEO	Councils have not administered customer satisfaction surveys	Customer satisfaction survey to be conducted to evaluate council's service, once a year	June 2010	
<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	Council should have a gender coordinator in the office of the CEO.	Mgmt comm, CEO	There are no gender structures in councils	GMS established, vested with authority, strategy, plan and resources.	2015	
	Recruit/appoint/hire gender focal point.	Mgmt comm, CEO	A gender focal point has not been hired in any council	Gender focal point appointed	Dec 2008	

<b>STRATEGIC OBJECTIVE</b>	<b>ACTION</b>	<b>WHO</b>	<b>BASELINE</b>	<b>TARGETS/ INDICATORS</b>	<b>WHEN</b>	<b>BUDGET</b>
to obtain the commitment of all managers.	The gender coordinator should be assisted by gender focal points in all departments, together comprising the gender management committee.	Mgmt comm, CEO	There are no gender focal points in all departments	<ul style="list-style-type: none"> <li>- Monitoring and evaluation strategy are in place</li> <li>- Disaggregated statistics are available</li> <li>- Gender focal points identified in all departments</li> </ul>		
	Senior managers must take ultimate responsibility for gender mainstreaming within the administration.	Mgmt comm, CEO	Senior managers are not currently held responsible for gender mainstreaming within the administration.	Effective implementation of GMS	2012	
	Gender to be written into the job description and performance agreements of senior managers and GFP.	Mgmt comm, CEO, HODs	Gender is not written into job descriptions and performance agreements of senior managers	Gender written into job description and performance evaluations	2011	
	Gender should be a standing item on the agenda of management committee meetings.	Mgmt comm, CEO	Gender is not a standing item on management committees agenda	Gender is a standing item on management committee's agenda	Immediately	
	Establish a gender committee comprising councillors and other stakeholders to ensure political oversight for gender mainstreaming in the work of local government.	Mayor, Chair-person	There is no gender committee	<ul style="list-style-type: none"> <li>- Locate responsibility at key strategic points</li> <li>- Gender committee established</li> </ul>	2009	
	Form a multi party women's caucus.	Gender committee	There is no multi party women's caucus	Women's caucus established.	?	
	Prepare Terms of Reference for gender machinery, and clarify reporting procedures.	Gender committee	No terms of reference has been prepared as no gender machinery has been set up	Consult stakeholder in drafting TOR	2009	
	Publicise the establishment of the gender management structures	Gender committee	There is no GMS as yet	Annual publication	2009	
	Gender machinery to prepare their own strategic plans.	Mgmt comm, CEO	There is no GMS thus no strategic plan	Gender strategic plan developed and implemented	2010	
	Establish linkages with gender structures in other municipalities.	Mgmt comm, CEO, ALAN, NALAO	Councils do have linkages between each other but these have not been around gender issues/ structures	Standardised GMS in the Regions	Immediately	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
<b>Budget, monitoring and evaluation</b>						
To make use of sex 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.	LED officer, CEO, HODs	There is no sex disaggregated data	All statistics disaggregated by sex.	2009/2010	
	Gender indicators to be formulated for each department/ programme and HR management.	HODs	All units/ departments do not have gender indicators	Gender KPIs integrated into city scorecard.		
	Ensure that women and men participate equally in public consultations on planning and budgets.	CEO, Cllrs	There are pre-budgetary consultations	- Consultations take place 3 months before and 3 months after budget - Needs of women and men equally addressed in budget	Ongoing	
	Conduct a gender analysis of the municipal and departmental budgets to ensure that expenditure responds equally to the needs of women and men.	CEO, GFP	No budget analysis has been done of the municipal or departmental budgets	Gender analysis of budgets	2009/10	
	Recommend resource allocation (specific budget line) for initiatives that will promote gender equality, including fighting gender violence and HIV and AIDS).	HOD	No costing done	Action plan costed.	March 2009	
	Ensure that departments allocate resources to gender priorities.	HOD	There has been some indirect resources allocations for gender priorities	Budget allocations to gender priorities	annually	
<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.	HOD, HR	There has been no training for the gender machinery.	2 training workshops per year	2009/10	
	Liaise with service providers to provide training programmes.	HR, Training officer, ALAN	There has been no such liaising.	Training schedule set up and implemented	2009/10	
	Facilitate training programmes among councillors, officials and	HR/TO	No training has been done with councillors, officials and community groups.	All councillors, officials and community member trained.	ongoing	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	community groups.					
	Assess impact of training.	HR/TO	No impact analysis of training has been done.	Training assessment results	ongoing	
	Gender sensitivity training for both male and female councillors	GFP	No gender sensitivity training male and female councillors has been done	Target number of councillors, officials and community groups trained	ongoing	
	Gender analysis training for councillors and staff with specific gender mainstreaming responsibilities.	GFP	No gender analysis training has been done	Target number of councillors, officials and community groups are trained	ongoing	
To raise awareness on gender issues and challenge the belief that gender is a "women's issue".	Compile a calendar of special gender events and campaigns. Engage in campaigns to raise the profile of gender eg Women's Day; Sixteen Days campaign.	MGE CW, ALAN, Councillors	In the past there have been events on Women day and on issues of violence against women	4 events a year	ongoing	