

## Gender Action Plan for Local Authorities in the Kavango and Caprivi Regions



## List of 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
GEMSA	Gender and Media Southern Africa Network
GFP	Gender Focal Person
GMS	Gender Management System
HOD	Head of Department
HR	Human Resource
LA	Local Authorities
LDC	Local Development Committee
LEDO	Local Economic Development Officer
LTB	Local Tender Board
MGEWCW	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 13 regions from May to July 2008.

This plan was developed at the third workshop held in Rundu for the Kavango and Caprivi Regions from 9 - 11 June 2008 which was attended by 15 representatives. The Local Authorities of Rundu and Katima Mulilo from the Kavango and Caprivi Regions respectively were represented. There were also representatives from ALAN and the Ministry of Gender Equality and Child Welfare. It should be noted that as this is joint regional plan, it will require further tailoring by local authorities to suit their specific needs and circumstances.

## **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:

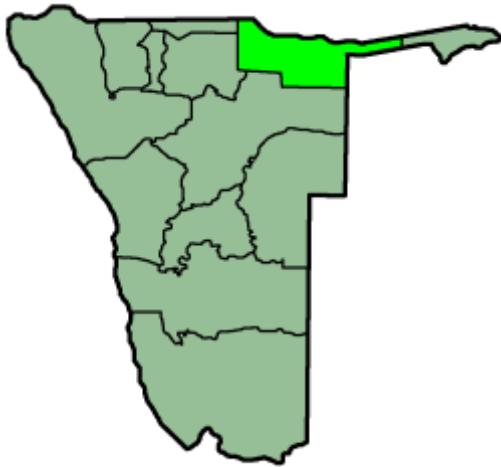
<b>Level of Govt</b>	<b>Members/ Cllrs</b>	<b>No women</b>	<b>% women</b>
Cabinet	22	5	23%
National Assembly	78	24	30.76%
National Council	26	7	27%
Regional Council	107	12	11%
Local Authority	323	135	42%

**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.

## Background and demographics of the region

### Kavango Region



Kavango is one of the thirteen regions in Namibia. In the north, Kavango borders the Cuando Cubango Province of Angola, and in the southeast it borders the North-West District of Botswana. Domestically, it borders the following regions: Caprivi in the east, Otjozondjupa in the south, Oshikoto in the west and Ohangwena in the northwest. The capital city of the region is Rundu. The land area of Okavango is 43,418 km<sup>2</sup> and the region has a population of 201 093 as of the 2001 Census count, which is 11.1% of Namibia's population. Its annual population growth from 1991-2001 for Kavango was 3.7% (Kavango Regional Poverty Profile, 2007). Kavango is ranked 30.3% in the Human Poverty Index (HPI) making it

the fourth poorest region in the country (UNDP, 2000).

#### *People*

The size of the female population is 106 176 (52.3%) and the male population is 96 515 (47.6%). The region has a life expectancy of 42 years, for both men and women. The majority of the population (72%) lives in the rural areas, while 28% are in the urban areas. The Kavango languages are spoken in 91% of the households. 41% of households in the region are headed by females and 59% are headed by males. There is a 70% literacy rate with 78% of girls between the ages of 6 and 15 attending schools compared 76% of boys of the same age.

Residents of Kavango region have several main sources of income, namely: subsistence farming (52%); wages and salaries (21%) and business and non-farming (14%), none of these figures have been disaggregated by sex (Kavango Region – Census Indicators, 2001).

#### *Provision of basic services*

In terms of the provision of basic services, 62% of all households have safe drinking water and 81% do not have any toilet facilities. 11% of the households have electricity for lighting and 89% use wood/charcoal for cooking.

#### *Local Authorities*

The Kavango region has the Rundu and Nkurenkuru Local Authorities and the percentage of women in these local authorities is 42.86%, which is just in line with the national average of 42% women in local government.

### Caprivi Region



Caprivi, sometimes called the Caprivi Strip or Caprivi Region and formally known as Itenge, is a narrow protrusion of Namibia eastwards, between Botswana in the south, Angola and Zambia to the north, and Kavango to the west. Caprivi is bordered by the Cuando, Linyanti, Chobe and Zambezi Rivers. The region has a land area of 19,532 km<sup>2</sup> and a

population size of 79.852 (2001 Census) which is 4.4 % of Namibia's total population. The annual population growth from 1991- 2001 for Caprivi is 1.8%. The capital city is Katima Mulilo. Caprivi is ranked as the poorest region in Namibia, with a Human Poverty Index of 36%.

### *People*

There are more women (40 749/ 51%) than men (39 077/ 49%) in the region with a regional life expectancy of 43 years for women and 41 years for men (Caprivi Regional Poverty Profile, 2004). Caprivi languages, are spoken in 88% of the households in this region. In Caprivi, 72% of the population resides in the rural areas and 28% live in the urban areas. 49% of households are female-headed and 51% are headed by men . The region's literacy rate is high at 78%, with girls between the ages of 6 and 15 equaling the number of boys in the same age group who are attending school.

The main sources of income in the Caprivi region are as follows: wages and salaries, 30%; farming, 28% and business/non-farming 23% (Caprivi Region – Census Indicators, 2001). In total, those employed make up 83%, while those who are unemployed make up the remaining 17%. 20% of the labour force is unemployed, but this figure has not been disaggregated by sex.

### *Provision of basic services*

86% of households in the Caprivi region have safe drinking water, but 83% of households do not have toilet facilities. A low 21% represents households that have electricity for lighting and 89% of households continue to use wood and charcoal for cooking.

### *Local authorities*

The Caprivi Region has one local authority, that of Katima Mulilo. The representation of women in this region is 57.14%, which means that four of the seven local government councillors in the region are women.

## **References**

1. Caprivi Regional Poverty Profile, 2004
2. Caprivi Region – Census Indicators, 2001, accessed on 19 June 2008.  
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[http://www.npc.gov.na/census/kavango\\_indictors.htm](http://www.npc.gov.na/census/kavango_indictors.htm)
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7. Lowe-Morna, C. and Tolmay, S. (Eds.) 2007. *At the Coal face – Gender and Local Government in Southern Africa*. Gender Links.
8. OSISA, accessed 20 June 2008, <http://www.osisa.org/nations/Namibia>

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

The envisaged post workshop process is outlined below:

- GL will finalise the draft of the gender action plan and send it to ALAN who will send it out to the three Local Authorities of the region;
- The Mayor and CEO's of the three local authorities will review the plan and make changes to suit specific needs (August 2008)
- Task team members will then recommend the plan to council for adoption in August 2008;
- Send plan back to ALAN for perusal to ensure it is ready for adoption;
- Final adoption is envisaged to happen in September 2008;
- Report back at ALAN Congress in September 2008 to include report to line Ministry.
- ALAN and GL are available for support to any local authorities should they require further assistance.

**DRAFT**  
**FRAMEWORK GENDER ACTION PLAN FOR LOCAL COUNCIL IN KAVANGO AND CAPRIVI REGIONS**

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 parties	Women's representation in local authorities is as follows: Rundu – 3/7 Katima Mulilo – 4/7 Nkurenkuru – 3/7	50% women councillors	2010	
	Establish a women's forum including Councillors to identify and mobilise women at the local level	Political parties, Councillors	There is no women's forum and women are not mobilised.	50% women councillors	2010	
	Lobby all political parties to adopt and implement the zebra list system and include these provisions in their manifestos.	Political parties	Information on women in political parties is not available because sex disaggregated data is not kept.	- Sex disaggregated data on women in political parties - 50% women in political parties, including in leadership	2010	
To ensure that women are equally represented in leadership positions in the Council.	Compile and keep updated statistics on women in leadership positions in local government including management and other committees. Take measures to ensure equal representation of women in leadership positions in council.	CEO	Management structure: - Rundu – Mayor (M), DM (W) - KM - Mayor (M), DM (W) - Nkurenkuru - Mayor (M), DM (W) Management committee: - Rundu: Chair – man, Deputy - woman, 2 members, 1 man and 1 woman - KM: Chair – man, Deputy woman, 2 women	- Sex disaggregated statistics on women in leadership positions in local government - Equal representation of women in management positions in council	Ongoing	



STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
			members - Nkurenkuru: Chair - man, Deputy – man, 2 women members			
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.	Mayor's office	There has been no awareness raising done in this regard.	- Visit all schools Target - all formal and informal settlements - Political parties - Church leaders - Public meetings - Traditional leaders - NANAWO - Church women's organisations	2009	
	Work with the Ministry of Education to encourage gender balance in their curricula and promote gender equality in schools.	Mgmt chair	- There is a regional education forum on which council is represented. - There has been some review of current curricula.	Gender sensitive curricula in place	Ongoing – 2015	
<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).	Office of the Mayor	- There is a multi party women's caucus in KM and it is functioning. - There is no such caucus in Rundu or Nkurenkuru but they are working to establish a women's forum.	Multiparty women's caucus established	June 2009	
	Network with other local, national and provincial women's caucuses.	Women's caucus/ forum	- There is no such caucus in Rundu or Nkurenkuru but they are working to establish a women's	External links established	June 2009	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
			forum. - Further networking can still take place with other women's caucuses.			
	Political parties and councillors should identify women who have leadership potential and groom them into leadership positions	Political parties/ cllrs	There have been no grooming programmes.	- Junior town council - Youth parliament - Kavango youth forum	June 2009	
To empower women councillors to articulate what are regarded as "women's issues."	Conduct a skills audit.	CEO	No skills audit has been done in the past.	Data on the specific skills of councillors.	August 2008	
	Training needs identified by women councillors e.g. gender, public speaking and assertiveness.	CEO	- Training provided to both men and women includes speech writing, presentation skills, laws and proceedings, standing rules and codes of conduct. - There has been no specific training for women.	2 training courses a year, attended by all women councillors	July 2009	
	Councillors should be made aware of the LA Act regarding language and be encouraged to speak their first language in meetings and interpretation should be provided.	Mayor, CEO, all cllrs	Local Authorities Act provides that cllrs can speak in their vernacular but in practice there is an expectation that cllrs speak the official language (English).	All councillors speak their first language		
	Induction programmes for new councillors with follow up refresher courses.	MRLGHRD, Cllrs	- The MRLGHRD conducts a 3 day induction programme but this is not gender sensitive and it is not long enough.	Gender sensitive training programmes		

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
			- There are refresher courses.			
To empower men on gender issues and mobilise their support.	Gender training workshops for male and female councillors and officials.	CEO, GFP	- There have been no gender workshops provided by councils. - Prior to this training there was one workshop in Windhoek also organised by Gender Links and ALAN.	- All male and female councillors and officials to participate in gender training - 2 workshops per year	June 2009	
	Creating a platform in Council for gender dialogues with male Councillors and management officials.	Mayor, CEO	There have been no dialogues with male councillors in the past.	Standing gender item on each council meeting agenda	Monthly	
<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.	PRO	There is no disaggregated data on communities.	Sex disaggregated data on the community.	August 2008	
	Encourage men to participate in public meetings and on issues that are traditionally considered to be only of concern to women.	Cllrs, PRO, community activists, LDC	There are no formal stats but anecdotal evidence shows that women participate more in public meetings.	- Quarterly community meeting - 50% participation of men in community meetings	Ongoing	
	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, administrators, Mayor, Chair of mgmt comm.	- A community radio programme in Rundu and KM is disseminating information weekly on local authority matters in local languages. - These programmes are funded by Lux development and this	- New funders for dissemination programmes	July 2009	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
			funding ends in 2010. - Community mobilisation officer disseminates information to informal settlements.			
To ensure that women are consulted equally in policy-making processes.	Conduct specialised participation exercises for women.	PRO, CMO, Cllrs	There are no sex disaggregated stats on the consultative meetings – this is a new baseline.	2 specialised participation exercises to take place annually	Nov 2008	
To mobilise men at local level and ensure that they do not feel threatened by gender equality.	Conduct workshops with men's groups.	Mayor, CEO, NGOs, PRO	- There have been no workshops conducted with men's groups. - There are men's church groups that meet and this could be a good entry point.	- 4 workshops held with men annually (1 per quarter) - Men's church groups - 20% of men in the community to participate	Sept 2008 – ongoing	
<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.	PRO	No review of council's publications has been done; there are some materials on HIV and AIDS.	Gender aware publicity materials.	July 2009	
<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.	CEO, GFP,	There is no programme on GBV within the council.	- Safety and security committee established - Multi-sectoral programme on gender based violence targeted at entire community	Feb 2009	
	Conduct awareness campaigns; take a high level political stance against GBV. Plan for and	Cllrs, MGE CW, Namibia white	The councils have not participated in awareness campaigns or promoted the 16 Days Campaign in the	- 16 Days campaign activities - Take back the night march	Nov 2008	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	participate in the Sixteen Day Campaign.	ribbon campaign, men for change, GEMSA	past.			
To obtain reliable statistics on gender based violence.	Conduct gender safety audits and reflect specific targets for reducing GBV.	WCPU	Stats of reported cases can be obtained from the women and child protection unit.	Targets will depend on baseline	Feb 2009	
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.	PRO, GFP, CEO, CDO	Whilst there is no available data on GBV, anecdotal evidence shows that it is high.	Targets will depend on baseline	Feb 2009	
	Liaise closely with the police; ensure a private room/ victim empowerment unit at police stations; improve the services provided by the Police.	MGECW, Health, Police (WCPU), PRO, GFP, CEO, CDO	<ul style="list-style-type: none"> <li>- There is a facility at one hospital in the Kavango and Caprivi region where women can report cases and get medical care.</li> <li>- There are no special facilities for women at police stations within the council to deal with cases of GBV.</li> </ul>	<ul style="list-style-type: none"> <li>- Special facilities for women at police stations in consultation with regional councils</li> <li>- <i>What is the target % increase in number of reported cases and convictions GBV – target depends on GBV baseline</i></li> </ul>	Aug 2008	
To make communities safer as street lighting is often poor especially in public places adding to the dangers of GBV.	Work with communities to ensure that all public spaces such as parks, cemeteries, and all neighbourhoods are safe with adequate street lighting.	Technical, town engineer, cllrs, NORED	Street lighting in the council is inadequate and needs to be improved.	<ul style="list-style-type: none"> <li>- Assessment of street lighting needs</li> <li>- 20% improvement in street lighting</li> </ul>	July 2008	
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 by	Security comm.	There are no places of safety and care within the council.	Lobbying efforts	July 2009	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	lobbying regional government to provide these services.					
To provide post-traumatic facilities for survivors of GBV.	Facilitate the enhanced and co-ordinated provision of post-traumatic services and facilities.	CEO	In the past, councils have not assisted NGOs who provide these services and have even made it more difficult for them.	Subsidised rent and rates and taxes for NGOs performing these function	Aug 2008	
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	There are no publications and information on where to get help.	- Service directory - LA Newsletter	Aug 2008	
<b>Early learning</b>						
To provide affordable child care to free women to participate in the labour force,	Greater coordination between the local council, regional council and MGE CW and Education in provision of quality early childhood development facilities.	Mayor	No coordination is currently in place and there are no ECD facilities in councils.	Lobbying and coordination efforts	July 2008	
	Review pre-primary and kindergarten fees to make them more affordable.	Mayor	Child care facilities are generally unaffordable.	Subsidised ECD programmes	2010	
	Provide day care for children during school holidays.	Mayor	There are day care facilities but they are unaffordable.	Subsidised land for day care facilities	2010	
<b>III. GENDER IN EXISTING PROGRAMMES</b>						
<b>Security and emergency services</b>						
To address issues of safety within communities that affect women disproportionately especially in informal settlements.	All streets should be named so that emergency services can locate women who call for assistance.	CEO, PRO, Mayor, Street naming committee	There are many streets without names especially in informal settlements.	50% of all streets to be named over the next two years	2010	
	Council to establish a	HODs,	Councils have emergencies	- Functional emergency	Ongoing	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	disaster management unit which should include counselling to victims of disasters.	Cllrs,	committees and there are regional disaster management committees.	committee/ disaster management committee - Gendered response to emergencies		
	Lobby businesses to assist people in need.	HODs, Cllrs, PRO, NGOs, Churches	Councils have lobbied businesses for assistance in terms of blankets and food and other donations.	- Banks - Supermarkets	Ongoing	
	Institute a policy regarding the establishment of settlements and building regulations to ensure adequate spacing between buildings.	CEO, Cllrs, PRO, CDO	- There is a formalisation process of informal settlements to ensure that building regulations are adhered to. - Settlements have committees to deal with such issues.	- Formalisation policies adhered to - Effective communication regarding policies	Ongoing	
To educate women and to raise awareness, especially of women-headed households in informal settlements, who suffer disproportionately as a result of floods and fires that destroy their homes and livelihoods.	Awareness programmes that target women, on the prevention of fires.	PRO, CMO, CDO	There have been awareness campaigns in the past.	All formal and informal settlements and communities	Ongoing	
	Train community members on how to handle emergencies, including first aid.	PRO, CMO, CDO	There has been no first aid training for community members.	Each settlement committee should receive training and a first aid kit	July 2008 ongoing	
<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.	CEO	- Councils have not collected such information. This information does exist at the regional levels. - Anecdotal evidence shows that more women	Availability of sex disaggregated data.	July 2008	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
			are unemployed than men.			
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, HR	There are no targets for the employment of women in local government	50% of all employment opportunities should be made available for women	2015	
	Facilitate employment opportunity workshops for women in communities to enable them to be better placed to access opportunities.	HR, PRO, CDO	There have been no employment workshops specifically with women.	Target all women in formal and informal settlements	Jan 2009	
	Create a vote item in the budget specifically related to women's empowerment.	CEO	There is no such vote item in the budget at the moment.	Women's empowerment vote item on council agenda	August 2008	
	Inform women about economic opportunities.	HR, PRO, GFP	There is no information currently.	Information disseminated to women in all formal and informal settlements	Sept 2008 - ongoing	
To promote equal representation of women in the tourism industry	Facilitate development and entry of women into the tourism industry.	PRO, CEO	The representation of women in the tourism industry is very low (+-5%) and they are in lower level positions rather than as managers and owners.	50% of women participating in the tourism industry	2015	
<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.	Tender board, PRO, CEO, GFP	No information or support exists for women on tender procedures. No efforts have been made to assist women in this regard.	<ul style="list-style-type: none"> <li>- Clause in tender that stipulates equal participation of women</li> <li>- Education and support programmes for women on tender procedures</li> </ul>	Nov 2008	
	Conduct an Audit of the procurements department	Tender board,	- There has been no audit on the procurement	<ul style="list-style-type: none"> <li>- Audit results</li> <li>- 30% tenders awarded</li> </ul>	2015	



STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	and analyse the point system and implement and monitor quotas for women for the awarding of council contracts	PRO, CEO, GFP	department but most tenders are awarded to men. - There is no point system awarded for gender.	to women across all sectors		
	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.	LTB, Cllrs, Mayor	The number of women on the tender board is as follows: KM – 1 of 8 Rundu – 2/3 of 8	50% women on the tender board.	Oct 2008	
	Encourage and affirm larger businesses that sub-contract women-owned enterprises.	Tender board, PRO, CEO, GFP, NCCI	There are no incentives to encourage large businesses to sub-contract women-owned businesses.	Include incentives in point system	Oct 2008	
<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 planning commission (NPC)	Prepare a poverty reduction strategy, which makes explicit mention of women and female-headed households.	CEO, Mayor, Cllrs, PRO, CDO, GFP	- There is only a central and regional poverty reduction strategy. - Kavango – 41% women-headed households - Caprivi – 49% women-headed households	Gender sensitive poverty reduction strategy	Jan 2009	
	Conduct Sustainable Livelihoods assessment to identify needs and appropriate interventions to enhance the livelihoods of poor and very poor households, including implementing food security and nutrition programmes	CEO, Mayor, Cllrs, PRO, CDO, GFP, LEDO	No assessment been done in the past.	Assessment results	Jan 2009	
	Facilitate the	CEO,	- There are some sewing	- Sponsorship	Sept	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	implementation of income-generating activities, improve resources allocated by lobbying for donors and implement monitoring.	Mayor, Cllrs, PRO, CDO, GFP, LEDO	projects and arts, crafts and textiles. - KM has a market that exports arts and crafts to overseas markets.	opportunities - 1 new income-generating activity per quarter	2008	
	Liaise with and support CBOs and NGOs already working with poor households.	Comm. services	KM has provided land and information to NGOs and CBOs working with the poor.	Support 15 CBOs/ NGOs annually	Ongoing	
<b>Business support</b>						
To promote women's participation in the business sector where they are poorly represented	Link women's small businesses with opportunities in the value chains of growth sectors. Encourage public and private business partnerships.	CEO, Mayor, Cllrs, PRO, CDO, GFP, LEDO, NCCI	There have been some projects: - KM has a public/private partnership and offers training with WAD. Council provides the venue and equipment, market exports etc.	1 woman owned small business linked with a business opportunity per quarter	March 2009	
	Community liaison official to disseminate information and advice about sourcing economic opportunities.	PRO, CEO, CDO, LEDO, Cllrs, Mayor, GFP	Mostly general information on council activities is disseminated but there is nothing specifically on economic opportunities or for women.	Specific item on meeting agenda related to economic opportunities	July 2008 Monthly	
To empower women entrepreneurs through business skills and support	Facilitate skills development, access to information and finance, and business support for poor women.	PRO, CEO, CDO, LEDO, Cllrs, Mayor, GFP	Business skills development programmes have been run but are not gender sensitive.	50 women to be empowered by training and support per year	July 2008	
	Facilitate increased involvement of women-headed business by raising their awareness and providing them support and	CDO	- There are women-headed businesses but they are mostly informal. - Councils provides incentives to banks to	100 formalised women-headed companies to be formed annually	Ongoing	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	assisting them to formally register their businesses		support women-owned businesses. - CDOs assist women with registration of businesses.			
<b>INFRASTRUCTURE</b>						
<b>Housing</b>						
To promote the equal rights of women to land tenure	Collect sex disaggregated data on land tenure.	Town planning, PRO	There is no sex disaggregated data on land tenure.	Sex disaggregated data on land tenure	Oct 2008	
	Adopt a quota system to ensure that women have equal access to erven.	CEO, HR, town planning, PRO	There are no policies to ensure women's access to erven.	50% of land should be owned by women	Nov 2008	
	Ensure gender balance on the housing committee.	CEO, HR, town planning, PRO	In KM, there are no women on the build together committee.	50% of the housing committee should be women.	Sept 2008	
To ensure that women's needs are taken into account because they are mostly affected by inadequate housing.	Incorporate the needs of women into the residential design.	CEO, HR, town planning, PRO	Consultation processes have been gender-blind.	Customer satisfaction survey	Sept 2008	
	Identify unsatisfactory living environments and formulate recommendations for their improvement.	CEO, HR, town planning, PRO, Ministry of Labour	Previous assessments have resulted in the formalisation project in informal settlements.	Customer satisfaction survey	Jan 2009	
	Permit low-impact economic activities to be undertaken from dwelling units by lobbying.	CEO, PRO, Build together, Shack dwellers Assoc	These activities are occurring but they are contrary to current regulations.	- Feasibility study - Regulations amended	Oct 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 ensure women's equal access to housing subsidies.	Educate women on housing policies and subsidies.	Build together, shack dwellers assoc.	Local authorities get money from the line ministry for building and upgrading houses and dispersing these subsidies but there has been no focus on women.	50% women to benefit from subsidies	Ongoing	
	Conduct surveys to produce sex disaggregated data.	CEO, PRO, Build together, Shack dwellers assoc	There are no stats on housing subsidies and who accesses them.	Sex disaggregated data and statistics	Jan 2009	
To adapt housing policies so that they are gender sensitive	Review current policies and change them to make them gender sensitive.	CEO, HR, Town planning, Dev comm.	No policy review has taken place.	Gender aware housing policies	Feb 2009	
<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.	LED, CDO, PRO, NABTA	There are no stats and data for public transport users.	Sex-disaggregated data	Aug 2008	
	Taxi and bus stations and stopping points to be regulated in order to make travelling safe for all people, especially women and children.	LED, CDO, PRO, NABTA	<ul style="list-style-type: none"> <li>- There have been no studies in this regard</li> <li>- There are no bus/taxi stations – i.e. this is not regulated and it is not safe.</li> <li>- Rundu has already hired consultants to identify stopping points in the town.</li> </ul>	<ul style="list-style-type: none"> <li>- Regulated stopping points</li> <li>- Safe public transport</li> </ul>	Dec 2008	
	There should be effective policing to ensure that taxis	NATIS, Traffic	Policing is effective, taxis are expected to be tested every	Effective policing	Ongoing	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	comply with safety standards and laws, including that they be registered and that they go for regular roadworthy tests.	officers, road authority	six months.			
	Lobby for legal taxi's to be one colour so that they are easily recognisable.	NABTA, Ministry of works	Taxis are different colours which makes it difficult to recognise them from private cars and which taxis can be stopped.	- Lobbying efforts - Policy on taxi colours	2009	
	Establish a committee to give advice to NABTA and councils	CDO, Mayor, NABTA,	There is no such advisory committee.	Public transport committee	Nov 2008	
	Pedestrian safety, especially in informal settlements.	Community members, NATIS, Traffic officers, Road Authority	Currently there are no statistics on pedestrian safety and nothing is being done in this area.	- Pedestrian safety awareness programmes	2015	
To empower women to participate in the male-dominated transport sector.	Gather sex disaggregated data on who owns and drives taxis.	CEO, CDO	There is no data on who owns and/or drives taxis.	Data on taxi owners and drivers	2012	
	Train women to drive and own taxis and get women on taxi associations.	CEO, CDO	There are some female taxi owners but no drivers.	5% increase in women taxi owners and drivers	2012	
<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.	NAMWATER, Finance, Technical, Environ Health dept, PRO,	Services are provided but are not affordable for everyone.	Increase affordable services to 80% of poor households	2015	
	Create jobs through awarding tenders, community projects, cash for work and training for		Women are employed as casuals but tenders are awarded mostly to men.	50% women to be employed in this sector	2015	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	women in this sector. Involve women in the management and maintenance of these services and facilities.	Mayor				
	Ensure that women are consulted prior to the provision of services.	PRO, CDO, Cllrs	There are consultations but women are not specifically targeted.	1 consultation per quarter	Nov 2008	
	Align services to the needs of women.		Nothing has been done to align services to women's needs.	Services meet needs of women	Nov 2008	
<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.	Environ Health inspector, PRO,	There is no environment committee.	Gender balanced environment committee	Dec 2008	
	Create a forum for engaging with the community on environmental health issues and ensure that women and men are equally represented and involved in for e.g. the management and disposal of waste and in recycling projects.	PPPUE	<ul style="list-style-type: none"> <li>- There is a public/ private partnership for urban environment (PPPUE) which deals with environmental issues.</li> <li>- There are some recycling projects.</li> </ul>	Increased involvement of men - 50/50 involvement of women and men in projects	Ongoing	
	Increase the frequency of refuse collection.	Environ health dept	Household refuse is collected on a weekly basis.	Daily collection of refuse in the town – weekly for household collection	Ongoing	
	Provide and maintain public toilets.	Environ health dept	Public toilet provision in council is as follows: <ul style="list-style-type: none"> <li>- Rundu has no public toilets</li> <li>- KM has between 7/8</li> </ul>	<ul style="list-style-type: none"> <li>- 20 public toilets in each council</li> <li>- Maintained daily</li> </ul>	July 2009	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
			public toilets.			
	Develop a gender sensitive solid waste management policy.	Environ health dept, CEO	There is a policy but it is not gender sensitive	Gender sensitive waste management policy	July 2008	
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.	Environ health dept, PRO	Women specifically have not been consulted on solutions to waste removal problems.	- Consultations - Waste removal solutions	July 2008	
To take into account the needs of women who are increasingly burdened with the responsibility of burying family and community members.	Women's needs should be taken into account in the location of cemeteries.	Environ health dept, PRO	There have been no studies/ surveys on the needs of women regarding cemeteries.	Consultations take place once per quarter	July 2008	
<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.	HIV focal person, Health Ministry, Public hospitals	There are statistics which are kept at hospitals and they are updated quarterly	Sex disaggregated data	Ongoing	
	Develop gender aware HIV and AIDS public education and awareness campaign.	HIV focal person, AMICALL, NASOMA,	There are campaigns but no focus on the gendered dimensions of the pandemic.	HIV and AIDS campaigns to also include information on the gender dimensions of the pandemic	Sept 2008	
	Advocate for and promote the female condom and so that women have free access to them.	Ministry of health, NASOMA	- The female condom is not widely available. - There is education provided on use of the female condom.	Feasibility study on the female condom, focussing on its design and use	2009	
To raise awareness that there is an increased risk of	Public awareness campaigns on the links	MoH, MGECEW,	- Such campaigns only occur at the national and	Council participates in awareness campaigns such	Nov 2008	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
contracting HIV/AIDS as a result of sexual assault.	between GBV and HIV/AIDS; the red and white ribbon campaign, coupled with ongoing awareness campaigns.	RACOC, HIV Focal person, Mayor	regional level. - Councils have not participated in awareness campaigns or promoted 16 Days in the past.	as the 16 Days Campaign and red and white ribbon campaign		
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.		- PEP is only available at public hospitals. - There is not enough education and awareness on PEP.	- All women should have access to PEP - 1 awareness programme per constituency	Nov 2008	
To educate women and men on voluntary counselling and testing which is a powerful tool for preventing the spread of HIV/AIDS.	Obtain sex disaggregated statistics on VCT. Use this to devise campaigns to encourage women and men to go for VCT.		Exact numbers on VCT are not known but more women than men access VCT.	- Sex disaggregated stats on VCT - Effective campaigns on VCT for women and men	Nov 2008	
<b>Treatment</b>						
To address the fact that women are often the last to access free treatment where this is available.	Sex disaggregated statistics on access to treatment and care; policy measures to rectify this.	MoH, MGECW, RACOC, HIV Focal person, Mayor	There are no precise stats for this. It seems that more women than men access free treatment.	- Sex disaggregated data - 1 campaign per quarter targeting both men and women on free treatment.	Ongoing	
	Facilitate access to ARV's for women and men and keep sex disaggregated statistics on uptake.	HIV focal person, Mayor, CEO	KM provided land and was a partner in a regional project to supply ARVs to PLWHA.	- Regular updating of statistics on access to ARVs - HIV and AIDS policy should regulate access to ARVs	Ongoing	
<b>Care</b>						
To facilitate improved access by women to social grants because the most of	Campaign for care work to be recognised and remunerated.	HIV focal person	- Local councils do not have a policy on care work.	- Procedures in place on how to form HBC organisations	Nov 2008	



<b>STRATEGIC OBJECTIVE</b>	<b>ACTION</b>	<b>WHO</b>	<b>BASELINE</b>	<b>TARGETS/ INDICATORS</b>	<b>WHEN</b>	<b>BUDGET</b>
the burden of care for those living with HIV/AIDS falls on women and young women are increasingly assuming parenting roles for their siblings.			<ul style="list-style-type: none"> <li>- Social grants are provided by National dept.</li> <li>- There has been ongoing training on HBC workers</li> </ul>	<ul style="list-style-type: none"> <li>- Clarity on HBC and the remuneration that they receive</li> <li>- Lobbying efforts around remuneration for home based carers</li> </ul>		
	Work with relevant gvt depts in developing sustainable solutions for OVC's. Facilitate improved access to social grants for OVC's	Mayor, CDO, CEO	<ul style="list-style-type: none"> <li>- There is data on OVCs</li> <li>- Las are starting to develop policies to deal with OVCs and requesting subsidies from central govt.</li> </ul>	Survey results	Ongoing	
	Council to make a link with AMICALL.	HIV Focal Person	Councils already work with AMICALL.	Continued relationship with AMICALL	Ongoing	
	Involve men in HBC.	HIV Focal Person	There are few programmes for involving men.	<ul style="list-style-type: none"> <li>- Programmes for involving men in HBC</li> <li>- Target all HBC organisation</li> </ul>	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.	CDO, PRO	There are no stats on who uses community and sporting facilities	Sex disaggregated data on the use of community and sporting facilities.	July 2008	
	Ensure that every library has a section on women's literature.	CDO	There is material but no specific section for women	Women's section established	Nov 2008	
	Design programmes to ensure that women and men benefit equally from local authority facilities, for example promoting women in traditionally male sports, eg. Soccer and boxing.	CDO, PRO, MYSC	<ul style="list-style-type: none"> <li>- There are programmes that encourage women to participate in male dominated sports.</li> <li>- There no specific facilities for women, they use existing facilities.</li> <li>- All LAs have U15 soccer</li> </ul>	<ul style="list-style-type: none"> <li>- 50 – 100% increase in women participating in male dominated sports</li> <li>- U15 girls soccer teams established</li> </ul>	Jan 2009	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
			teams competing against each other.			
	Organise events and displays that celebrate women's achievements and challenge stereotypes. Encourage programmes that challenge stereotypes in all spheres, including the home. Educate parents on how their children should be socialised.	CDO, PRO, Mayor	There have been no such programmes at the local level.	Participate in 2 events annually (8 March and 10 December)	Dec 2008	
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.	CDO, PRO	There are awareness programmes on 16 June for parents and children and through churches which have parenting programmes.	Gender sensitive programmes on parenting	June 2009	
<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. 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	Councils have an EE policy and each year councils have to report to the Employment Equity Commission on representation of women however in KM, 90% of employees are men.	50% women in all areas of employment and in management positions by 2015	Ongoing - 2015	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	Include women's targets as a non negotiable component of senior managers' contract.	HR, CEO	The CEO and HR have the responsibility of ensuring that gender equity targets are met but it is not contained in their contracts.	Employment Contract/ performance agreement	Ongoing - 2015	
	Obtain buy-in and support of the unions for increased gender equity in the employment profile of the council.	HR, CEO	There have been not on negotiations with unions on gender and the employment profile specifically.	Quarterly meetings with unions	Ongoing	
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 include such stipulations.	Job advertisements	Ongoing	
	After the establishment, contribute to ALAN's data bank of possible women candidates.	HR, ALAN	The database has not been set up yet.	Inputs into ALAN database	July 2009	
	Selection panels should be gender balanced.	HR, CEO, Shop Steward	Selection panels are male dominated.	Gender balance on selection panels.	July 2008	
	Gender sensitive selection policies should apply at all times	HR, CEO, HODs, Shop Steward	Selection policies are not gender sensitive.	<ul style="list-style-type: none"> <li>- Interview questions and practices should not discriminate against women in any way.</li> <li>- Experience and qualifications should both be taken into account in evaluating suitability for posts.</li> </ul>	July 2008	
	Develop comprehensive employment equity plans.		There is an employment equity policy in existence.	Implemented EE Policy	Ongoing	
Apply job preservation policy to meet women's targets.		There are no job preservation policies in existence.	HR/EE policy	2009		

<b>STRATEGIC OBJECTIVE</b>	<b>ACTION</b>	<b>WHO</b>	<b>BASELINE</b>	<b>TARGETS/ INDICATORS</b>	<b>WHEN</b>	<b>BUDGET</b>
To educate and train women employees, who have previously been disadvantaged, by implementing capacity-building and mentoring programmes so that they may be empowered to perform their job functions and map their intended career paths	Council should have a staff development plan and this should be adequately planned and budgeted for.	HR, CEO, HODs	The council does have a staff development plan but it is not gender sensitive.	Gender sensitive staff development plan	Jan 2009	
	Succession and staff development plans should have a specific focus on upgrading the skills of women and their promotion to senior decision-making positions.	HR, CEO, HODs	When foreigners are appointed, there is a local who is an understudy who will then take over when the person leaves – there has been no focus on women in this programme.	Succession and staff development policies address the needs of women	Feb 2009	
	Undertake a skills/ qualification audit and assessment of all municipal employees.	HR, CEO, HODs	KM completed a skills audit in May 2008 but there was no focus on gender.	- Results of the skills audit report - Gender consideration incorporated	May 2009 - annually	
	Devise and implement a range of capacity-building options for employees and councillors.	HR, CEO, HODs	There are some capacity-building options in the various sections.	- Employees to participate in one programme every quarter - 50% participation of women	Ongoing	
	Mentoring new councillors and employees.	HR, CEO, HODs	Some mentoring programmes have been established but they do not target women.	20 councillors and employees mentored per year	Ongoing	
	Increase the number of learnerships available for girls.	HR, CEO, HODs	There are no learnerships available for girls.	Career development programmes for girls	July 2009	
<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	Review maternity leave provisions to ensure that women are able to take three months full maternity leave through the contributions of both local	HR	Councils adhere to Labour Laws.	Three months full maternity leave through the contributions of both local government and Social Security.	Ongoing	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
the main responsibility of women.	government and Social Security.					
	Provide and standardise paternity leave and accompany this with a programme on responsible fatherhood. Possibly consider shared maternity and paternity leave	HR	There are currently no provisions for paternity leave or programmes around responsible fatherhood.	One month paternity leave should be allowed (or in accordance with labour laws)	July 2009	
	Meetings times should take the needs of all employees into consideration and not run too late.	CEO	There is no policy on meeting times and these are not gender friendly.	- Gender friendly meeting times - Meetings to start at 10:00	August 2008	
	Provide child care facilities for municipal employees.	CEO	There are no child care facilities available for women.	Child care facility in council	July 2009	
	Act upon employees who are not making maintenance payments.	Finance	Garnishee orders are being administered.	Number garnishee orders complied with	Ongoing	
Address issues of sexual harassment in the council.	Develop and implement a sexual harassment policy (SHP).	HR	There is a sexual harassment policy in existence.	Implementation of the Sexual harassment policy	Ongoing	
	Workplace education and awareness on the SHP	HR	Employees are aware of this policy.	Workshops and pamphlets	Ongoing	
	Code of conduct to ban the use of sexist jokes and language.	HR	There is a code of conduct in place.	Number complaints received	Ongoing	
<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.	PRO, GFP	The current mission and vision statement makes no mention of gender.	Gender sensitive mission and vision statements	July 2008	
	Conduct surveys prior to planning to determine the	PRO, CDO, GFP	No gender surveys have been conducted in the past.	Gender aware survey results.	July 2008	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	needs of both women and men.					
	Consult with both women and men when drawing up plans.	CEO	No consultations have taken place in the past to involve men and women in planning.	All women and men consulted	Sept 2008	
	All units and departments should include gender indicators in their business plans.	HR, HODs, CEO, GFP	No units/ departments in the council use gender indicators in their business plans.	Gender indicators in business plans	Oct 2008	
	Councils should administer customer satisfaction surveys that are disaggregated and analysed according to gender.	CDO, HR, HODs, CEO, GFP	No customer satisfaction surveys have been administered in the past.	Customer satisfaction survey results disaggregated by sex	Oct 2008	
<b>Gender structures</b>						
To establish structures that constitute the gender machinery and to ensure that they have the authority to carry out their work and to obtain the commitment of all managers.	Recruit/appoint/ gender focal person in the office of the CEO.	CEO	There is no gender focal person in councils.	Gender focal person appointed per council.	Feb 2009	
	The gender coordinator should be assisted by gender focal points in all departments, together comprising the gender management committee.	CEO	No work been done in the establishment of structures.	GMS established, vested with authority, strategy, plan and resources.	July 2009	
	Senior managers must take ultimate responsibility for gender mainstreaming within the administration. Gender to be written into the job description and performance agreements of senior managers and GFP.	CEO, HR	- No one is responsible for gender in the council. - Gender has not been written into the performance agreements of senior managers.	Accountability on gender through PAs.	Feb 2009	
	Gender should be a standing item on the	CEO, Chair of Mngt	There is no such an item on the management committee	Gender is standing item of the agenda of management	Mar 2009	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	agenda of management committee meetings.	Comm.	meeting agenda.	committee meetings		
	Establish a gender committee comprising councillors and other stakeholders to ensure political oversight for gender mainstreaming in the work of local government.	Mayor, CEO, GFP, PRO, CDO	There is no committee in Council responsible for gender.	Gender equality committee.	Sept 2008	
	Prepare Terms of Reference for gender machinery, and clarify reporting procedures.	HR, CEO	There is no gender focal person and thus no TOR have been drafted.	- GFP appointed - TOR for GFP	Feb 2009	
	Publicise the establishment of the gender machinery.	PRO, CDO	There is no GMS thus it has not been publicised.	Awareness of the GMS on its establishment	Mar 2009	
	Gender machinery to prepare their own strategic plans.	GFP, CEO	There is no GMS thus there is no strategic plan.	Strategy and action plan adopted.	April 2009	
	Establish linkages with gender machinery in other municipalities.	GFP	There is no GMS currently thus no linkages have been established.	GMS Networked	April 2009	
<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.	CEO, CDO	Statistics are collected but they are no disaggregated by sex.	All statistics disaggregated by sex.	Feb 2009	
	Gender indicators to be formulated for each department/ programme and HR management.	HR	There are no gender KPIs in the Council scorecard.	Gender KPIs integrated into Council scorecard.	Mar 2009	
	Ensure that women and men participate equally in public consultations on planning and budgets.	Mayor, CEO, PRO, CDO, Cllrs	Councils are supposed to consult community members prior to budget processes but special meetings have not	Monthly meetings	Ongoing	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
			been held with women.			
	Conduct a gender analysis of the municipal and departmental budgets to ensure that expenditure responds equally to the needs of women and men.	Finance managers, HODs, CEO, Cllrs	There are no direct or indirect budget allocations for advancing gender equality.	Gender responsive budget	April 2009	
	Recommend resource allocation (specific budget line) for initiatives that will promote gender equality, including fighting gender violence and HIV and AIDS).	Finance	The action plan has not been costed.	- Research - Costing of this action plan.	July 2009	
	Ensure that departments allocate resources to gender priorities.	CEO, Finance, GFP	Departments do not allocate resources to gender priorities.	Resources allocated to gender priorities	July 2009	
<b>Capacity building</b>						
To ensure that training is done to educate all employees and community groups on gender.	Facilitate skills training for GFP.	MGE CW, NGOs, ALAN, MRLGHRD	No training has been conducted in the past.	Quarterly skills training for the GFP, following appointment	Feb 2009	
	Liaise with service providers to provide training programmes. Facilitate training programmes among councillors, officials and community groups.	MGE CW, NGOs, ALAN, MRLGHRD, GFP	No training has been done around gender.	- 1 gender training per quarter - 20 cllrs, officials and community members trained per session	Oct 2008 - ongoing	
	Ongoing mentorship and support through linkages with civil society.	GFP, CDO	There are no mentorship programmes.	- 1 gender training per quarter - 20 cllrs, officials and community members trained per session	Mar 2009	
	Assess impact of training.	GFP, CDO	No gender training has been	Training assessment results	Dec 2009	



STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
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.	CEO	done. The council has not participated in special gender events and campaigns.	<ul style="list-style-type: none"> <li>- Women's Day event</li> <li>- Sixteen Days of Activism events</li> </ul>	Aug 2008	