

GENDER ACTION PLAN FOR LOCAL AUTHORITIES IN THE ERONGO AND KUNENE REGIONS



Acronyms

ALAN	Association of Local Authorities in Namibia
AMICALL	Alliance of Mayors and Municipal Leaders on HIV/AIDS in Africa
CACOC	Constituency AIDS Coordinating committee
CDO	Community Development Officer
CEO	Chief Executive Officer
CLO	Community liaison officer
CMO	Community Mobilisation Officer
CRO	Chief Regional Officer
COD	Congress of Democrats
DAC	District AIDS committee
DMC	Disaster management committee
EDO	Economic development officer
EHD	Environmental health department
ERU	Emergency response unit
GFP	Gender Focal Person
GMs	General Managers
GMS	Gender Management System
HOD	Head of Department
HR	Human Resource
KPI	Key performance indicator
LA	Local Authorities
LDC	Local Development Committee
LED	Local economic development
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
NPC	National planning commission
OPM	Office of the Prime minister
PLWHAs	People living with HIV and Aids
PPPUE	Public/private partnership for urban environment
PRO	Public Relations Officer
RACOC	Regional AIDS coordinating committee
REMU	Regional emergency management unit
SHP	Sexual Harassment Policy
TOR	Terms of Reference
WAD	Women Action for Development
WACPU	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 23rd 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 sixth and final workshop held in Walvis Bay from 14 - 16 July 2008 which was attended by 45 representatives (27 women and 18 men) from 11 of the 12 Local Authorities in the Erongo and Kunene regions, representatives from the City of Windhoek, Okahao and Okahandja 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

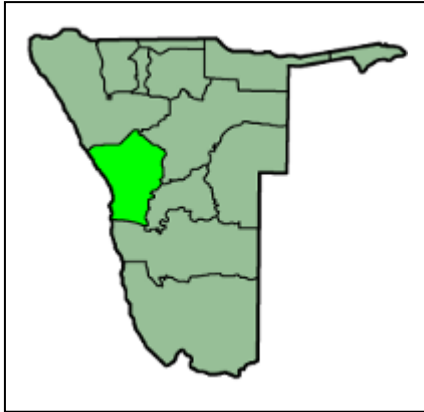
The breakdown of women representation in Namibian governance structures is below:

Level of Govt	Members/ Cllrs	No women	% women
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



Erongo region

The Erongo region is located in the central western region of Namibia and covers an area of 63,579 km². In the west, Erongo has a shoreline on the Atlantic Ocean, domestically it borders Kunene to the north, Otjozondjupa in the east, Khomas in the southeast and Hardap to the south. The region is named after Erongo Mountain which is a well known landmark in Namibia.

Erongo is well developed with the main industries in the region being; farming, mostly stock raising, in the Omaruru, Karibib, and Okombahe/ Uis/ Tsubeses; Mining, at places such as Navachab and on a smaller scale in the areas surrounding Uis and the desert area, with Karibib also having a marble industry and fishing with Walvis Bay being the home of Namibia's fishing industry. Swakopmund has popular beach resorts and boasts manufacturing.

People

The population of the Erongo region is approximately 107 663, this constitutes approximately 5.8% of the total Namibian population. There are fewer women (46%) than men (53%) in the region. The majority (80%) of the population live in urban areas. Over two thirds of the population (64%) are between the ages of 15 and 59 and 57% have never married.

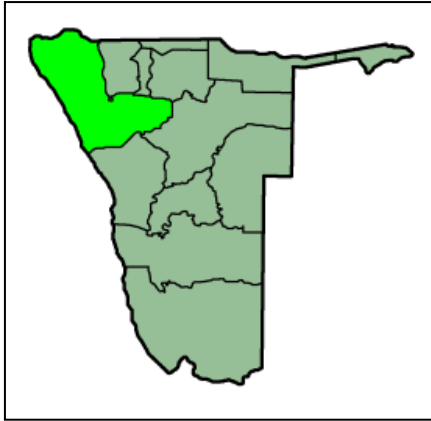
Just over one third (35%) of all households are headed by women. There is a 92% literacy rate with more girls (89%) between the ages of 6 and 15 attending schools compared to boys (86%). The main languages spoken in homes in the region are Oshiwambo languages (37%), Afrikaans (22%) and Nama/Damara (21%). 34% of the labour force is unemployed, but this figure has not been disaggregated by sex (2001 Population and Housing Census of NPC).

Services

This region is well developed and facilities such as schools, hospitals and clinics, the supply of electricity and telecommunication services are, with a few exceptions, well established. According to the 2001 Census indicators, 96% of households in the region have access to safe water, only 12% have no toilet facility and 73% have access to electricity for lighting, while 20% use wood/charcoal for cooking.

Local Authorities

The Erongo region includes the local authorities of Arandis, Usakos, Swakopmund, Omaruru, Henties Bay, Karibib, Walvis Bay and Uis. 30 of the 60 (50%) local authority councillors in the region are women; this is 8% higher than the country average of 42% women in local government.



Kunene region

The Kunene region is situated in the north-west corner of Namibia and is the second largest region covering an area of 115 293 km². It is also known as *Kaokoland* and is home to the Himba ethnic group. The region's name comes from the Kunene River which forms the northern border with Angola's Nambe Province. To the western edge of the region is the Atlantic Ocean. Domestically, it borders Omusati, Oshana and Oshikototo in the northeast, Otjozondjupa in the east and Erongo to the south. The largest town and capital is Opuwo.

The region is relatively underdeveloped compared to the rest of Namibia which may be due to the mountainous, inaccessible geography and dryness that significantly hinders agriculture. The livelihoods of the local population are based on semi-nomadic and settled livestock farming (cattle, goats and sheep), with some small-scale crop farming.

People

The population of the Kunene region is approximately 68 735, this constitutes a small 3.75% of the total Namibian population. The region has the third smallest population and the second smallest population density with 0.6 persons per square kilometre. There are almost equal numbers of women (48.8%) and men (50.2%) in the region. A quarter of the population (25%) lives in urban areas with the majority of people (75%) residing in rural areas. Just under half of the population (48%) are between the ages of 15 and 59 and the majority (52%) have never married.

40% of all households in the Kunene region are headed by women. There is a 57% literacy rate with more girls (51%) between the ages of 6 and 15 attending schools compared to boys (49%). The main languages spoken in homes in the region are Otjiherero languages (42%) and Nama/Damara (36%). 23% of the 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, 73% of households in the region have access to safe water, but the majority of households (66%) have no toilet facility and only 22% have access to electricity for lighting, while 81% use wood/charcoal for cooking.

Local Authorities

The Kunene region includes the local authorities of Opuwo, Kamanjab, Khoraxis and Outjo. 7 of the 26 (27%) local authority councillors in the region are women; this is 15% lower than the country average of 42% women in local government.

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 17 – 19 September 2008 and ratification of action plans.
- 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

- Sensitise and submit to council policy framework.
- Mayors to have regular public meetings to sensitise communities on gender equality.

Gender Management System

- Review and adapt the mission and vision statement to ensure that it is gender sensitive.
- Set up gender structure which constitutes the GMS vested with the authority to carry out the gender work in the local authority, including appointing a gender focal person/ point (GFP)
- Establish a gender committee.

Employment practises

- Include women' targets as component of senior manager contracts.
- Ensure that recruitment and selection processes are fair and ensure that all job adverts encourage women to apply.
- Contribute to ALANs database of women candidates.

Service delivery

- Safety and security: educate women on gender based violence issues by conducting awareness campaigns and workshops to sensitise women on safety.
- Housing: Utilising occupants for excavation in the servicing of land in informal settlements (ongoing).
- Poverty eradication: create a vote item in the budget to cater for the practical needs of children especially OVCs and children infected with HIV and AIDS.
- Water and sanitation: conduct a needs assessment of poor households and establish programmes to assist poor households/ subsidise services to these households.
- Environmental health: develop and implement gender aware solid waste management policy and establish a gender balanced environmental committee.
- HIV and AIDS: all councils to develop and implement gender sensitive HIV and AIDS policies.

Medium to long term (August 2009 onwards)

Governance and participation

- Meeting with IEC to address representation of women in political parties to ensure that by 2010 political parties have adopted and correctly applied the zebra list system.

Gender Management System

- Collect and use sex disaggregated data for monitoring and evaluating (by 2010).
- Gender budgeting - Conduct a gender analysis of the municipal and departmental budgets to ensure that expenditure responds equally to the needs of women and men (by 2010).

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FRAMEWORK GENDER ACTION PLAN FOR LOCAL COUNCIL IN ERONGO AND KUNENE REGIONS, NAMIBIA

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
I. GOVERNANCE						
Representation						
To increase the representation of women councillors in the next elections to ensure that the SADC target of 50% women in local government is achieved by 2015.	Public commitment to achieving parity between male and female councillors – through mobilisation of women as candidates.	Mayor	Arandis - 4 of 7 (57%) Usakos - 4 of 7 (57%) Okahandja - 4 of 7 (57%) Swakopmund - 4 of 10 (40%) Omaruru – 3 of 7 (43%) Henties Bay - 4/7 (57%) Karbib - 4/7 (57%) Walvisbay - 4/10 (40%) Uis - 3/5 (60%) Kamanjab - 2/5 (40%) Khoraxis - 3/7 (43%) Outjo - 2/7 (29%) Okahao – 4/7(57%)	50% representation of women as councillors	By 2010	1 500 (Election Support)
	Councillors lobby their political parties to adopt and implement the zebra list system and include these provisions in their manifestos.	Mayor, Cllrs,	SWAPO – 47% UDF – 26% CoD – 16% NUDO – 11% Statistics are needed for decision-making positions of political parties	51% women in decision-making positions	2010	
To ensure that women are equally represented in leadership positions in the Council (Politicians and Administration)	Compile and update statistics on women in leadership positions in local government including management and other committees.	HR, NALAO	Individual LAs have statistics but these are not centralised	Sex disaggregated statistics on women in leadership positions in local government.	Dec 2008	
	Take measures to ensure equal representation of women in leadership positions in council.	MC an CEO and HR	Omaruru – 60% Okahandja – 37% Arandis – 50% Usakos – 28% Swakopmund – 33%	50% of all leadership positions to be held by women.	2013	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
			Henties Bay - 75% Karbib - 40% Walvisbay - Uis – 100% Kamanjab - Khoraxis - Opuwo - Outjo -			
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.	Councillors	Some awareness raising is being done but it is on an ad hoc basis.	Target young girls and eligible women for leadership training in all communities	2008 – Ongoing	
	Work with the Ministry of Education to encourage gender balance in their curricula and promote gender equality in schools.	Mayor & CEO, Community Activists	There has been no engagement yet with Ministry of Education.	Ministry of Education Statistics and revised curricula	2008	
Participation						
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).	ALAN	Currently there is no multi party women's caucus.	Multiparty women's caucus established	2009	ALAN Budget
	Network with other local, national and provincial women's caucuses.	ALAN	So far no networking with caucuses have been done.	External links established	2009	
	Political parties/Councillors should identify women who have leadership potential and groom them into leadership positions	Office of the Mayor	No organised grooming programmes exist at present.	70 women groomed by 2013	2013	
To empower women councillors to articulate what are regarded as "women's issues."	Conduct a skills audit.	Office of the Mayor	No skills audit has been done	Data on the specific skills of councillors.	2010	
	Training needs identified by	Office of	- An induction course is	- 46% increase in levels of	2009	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	women councillors eg gender, public speaking and assertiveness.	the Mayor	done by MRLGHRD, - Women in Leadership training is conducted by MGECEW	women's participation. - Measured through Council Minutes and report of participation in meetings. - Chairing of meetings. - 4 courses per year.		
	National: MLGHRD should develop training and material on political issues, legislation, town planning and public speaking.	MRLGHRD/ Consultants NGOs, Alderman (long-serving councillor)	- Training material exists being used for induction training. - There has been some interaction with MLGHRD in this regard.	- Training conducted bi-annually - Women to be given 'Alderman' status	Ongoing	
	Council meeting rules should accommodate the use of vernacular so that councillors can use their first language in meetings and interpretation should be provided.	Council Support Officer, Councillors	Language use is provided for in the Local Authorities Act.	- Announcements at the beginning of all meeting regarding language usage - Awareness of language regulations laid out in the Act	Ongoing	
	Induction programmes for new councillors with follow up refresher courses.	MRLGHRD	There is an induction program in place. Invitations are dealt with in gender sensitive	Quarterly programmes to reach at least 50% women by 2010.	Ongoing	
To empower men on gender issues and mobilise their support.	Gender training workshops for male and female councillors and officials.	ALAN, NGOs	A little gender training has been done (eg. Ministry of Gender in 2007, Gender Links Training in 2008)	All male councillors and officials participate in gender training	Ongoing	
	Gender dialogues with male Councillors and officials.	ALAN	There have been no dialogues with male councillors	Gender dialogues twice a year	2009	
Community mobilisation						
To ensure that women and men participate equally in community matters and that policy making is informed by accurate data.	Collected, disaggregate and analyse data on communities.	CEO, NPC	National Census 2001	Sex disaggregated data on the community.	2011	
	Encourage men to participate in public meetings and on issues that are traditionally	Office of the Mayor	Women are more active on service issues. On rates and taxes men are more active.	Attendance record of public meetings	Ongoing	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	considered to be only of concern to women.					
	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, Corporate Services Dept	<ul style="list-style-type: none"> - Information is currently mainly in English. - Newsletters, pamphlets. 	<ul style="list-style-type: none"> - Information on billing, council decisions, services etc. - Vernacular languages based on LA. 	2008/9 Financial Year	
To ensure that women are consulted equally in policy-making processes.	Conduct specialised participation exercises for women.	Office of Mayor, women councillors	There have been no specialised participation exercises with women and currently there is no data on consultative meetings	<ul style="list-style-type: none"> - Consultative meetings at least twice per year. - Linked to budget cycle and town planning schedule. 	2009	
To mobilise men at local level and ensure that they do not feel threatened by gender equality.	Conduct workshops with men's groups.	Office of the Mayor, NGOs	There have been no workshops with men's groups in LAs.	Workshops with men's groups twice annually.	2009	
Communication						
To ensure that council publications do not perpetuate gender stereotypes.	Review of Council publicity from a gender perspective; developing materials that challenge stereotypes.	CLO, Corporate services, PR	There has been no review of council's publications	Gender aware publicity materials.	2010	
II. GENDER SPECIFIC PROGRAMMES						
Safety and security: Gender violence						
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.	CLO, NGOs	There are no programmes on GBV within the council	Programme on GBV in place.	2010	
	Conduct awareness campaigns; take a high level political stance against GBV. Plan for and participate in the Sixteen Day Campaign.	Office of the Mayor	<ul style="list-style-type: none"> - Awareness is raised through police public relations consultative meetings. - Very few councils have 	<ul style="list-style-type: none"> - Materials printed and public statement against GBV. - Participate in two events during the 16 Days campaign 	25 Nov – 10 Dec 2008/9 then annually	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
			participated in 16 Days Campaign in the past			
To obtain reliable statistics on gender based violence.	Conduct gender safety audits and reflect specific targets for reducing GBV.	PR, Corporate Services	Currently statistics are police crime reports and courts. <i>What are the current statistics on GBV in the council?</i>	Reliable statistics on GBV available.	2010	
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.	Police , Public relations committee	Some councils have has consultative meetings have been held with police regarding crime in general in order to start collecting statistics	30% decrease in violence.	2013	
	Liaise closely with the police; ensure a private room/ victim empowerment unit at police stations; improve the services provided by the Police.	PPRC	<ul style="list-style-type: none"> - Bigger municipalities have Women and Child Protection Units available. - Some councils have a private room in police stations and female officers - Some councils have public relations committees dealing with crime 	<ul style="list-style-type: none"> - All councils to have police stations with private rooms for women to report cases of GBV - 20% increase in convictions of GBV 	2013	
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.	Office of the Mayor, CEO	Lighting is adequate in some councils but not in others, especially in informal settlements	<ul style="list-style-type: none"> - 30% improvement needed in street lighting - 100% decrease in sexual assault in informal settlements 	2010	
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.	Office of the Mayor, MGE CW	There are no places of safety and care are there within the council	<ul style="list-style-type: none"> - 1 place of safety and care in towns and villages - 2 in Municipalities 	2012	
To provide information on where survivors of GBV can	Promote city and NGO publications and pamphlets in	Corporates NGOs	Most publications are produced by NGOs through	20 000 pamphlets per annum.	2009	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
get help.	different languages on where to get help.	Partners	printed and electronic media.			
Early learning						
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.	Office of Mayor, Community Dev Officer	OVC Forums exist in most LAs (councils not participating yet)	Contact and coordination with MGECW	Immediately	
	Councils provide land and subsidised services to organisations providing these services	Office of Mayor, Community Dev Officer	Some councils provide support to ECD facilities	Support 1 ECD facility per council	July 2009	
III. GENDER IN EXISTING PROGRAMMES						
Security and emergency services						
To address issues of safety within communities that affect women disproportionately especially in informal settlements.	All streets should be named so that emergency services can locate women who call for assistance.	CEO, Technical dept, Infra structure, Roads Authority	- Not all streets are named - The entire informal settlements needs street names	Establishment of a street naming committee to identify names	2008/2009	
	Council to establish a disaster management unit which should include counselling to victims of disasters.	CEO, Technical Dept, The Mayor OPM ERU, Governor	Currently there is no disaster management unit in place in some and smaller local authorities	- Units establish disaster management units - Local Authorities with existing units improve - Government lobbied to decentralise function	2008/2009	
	Lobby businesses to assist people in need.	Mayor, CEO DM Committee	Support for LAs without units are funded by the OPM	Up to 6 businesses will be targeted business community, farmers and OPM, Banks	Ongoing 2008/2009	
	Institute a policy regarding the establishment of settlements and building regulations to ensure adequate spacing between	CEO, Mayor Environ, Community dev dept	National Housing Policy makes provision for this but it is not being implemented	- Review and implementation of existing policy - Upgrading of informal settlements	Ongoing	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	buildings.					
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.	PRO, EHO, CDO	In some councils there are awareness campaigns, newsletters, focus groups discussions, brochures	10% decrease in fires where they most occur eg. in informal settlements	2008/2009	
	Train community members on how to handle emergencies, including first aid.	PRO, EHO, CDO	Past training has been given by experts through the Regional Council	<ul style="list-style-type: none"> - Ward Councillors, youth groups, community members - The number of people to be trained depends on the population of the town - Training should be conducted yearly and should focus on First Aid, Fire fighting 	Ongoing	
The economy and job creation						
To obtain sex disaggregated data on unemployment levels in local authorities	Conduct surveys, collect data and analyse it.	PRO, CDO, HEO, GFP, HR	Local Authorities do not have the data on unemployment levels but it can be obtained from the National Planning Commission	Sex disaggregated unemployment survey and statistics	Jan 2009	
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 set out in a recruitment policy.	HR, GFP, Chair of MC	More men are employed in most councils Insert council specific information	50% of employment opportunities to go to women Gender aware Council recruitment policy Monitored through the Affirmative Action Policy	Annually	
	Facilitate employment opportunity workshops for women in communities to enable them to be better placed to access opportunities and inform women about such opportunities	Mayor	<ul style="list-style-type: none"> - Currently there are no exact statistics available at local authorities - Surveys needs to be conducted to obtain the proportion of women to men that are unemployed - No information exists on 	<ul style="list-style-type: none"> - 2 workshops per year - 70 women trained per year 	2008/2009	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
			employment opportunities for women			
	Create a vote item in the budget specifically related to women's empowerment.	Finance Manager CEO	There is no such vote item in existence only a training and development vote for Council officials	<ul style="list-style-type: none"> - Women empowerment incorporated in the procurement and training policy - Gender empowerment vote item created 	2009/2010	
To promote equal representation of women in the tourism industry especially cultural tourism	Facilitate development and entry of women into the tourism industry.	CEO, LED, Mayor	Some councils do not have any women participating in the tourism industry	50% women participating in the tourism industry	2009/10	
Procurement						
To ensure that women benefit equally from the procurement process which they have historically been excluded from.	Conduct an Audit of the procurements department and analyse the point system.	Internal Auditor, Finance dep.	<ul style="list-style-type: none"> - There has been no audit of the procurements department - There are no current statistics and no point system 	<ul style="list-style-type: none"> - Audit results - 50% women benefit from contracts 	Annually	
	Facilitate increased involvement of women contractors by raising their awareness and providing them support and training on tender procedures.	CEO, Mayor, GFP	There is no documented information or support for women contractors	50% tenders submitted by women and contracts allocated to women?	2009/10	
	Implement and monitor quotas for women for the awarding of council contracts	Tender Board, CEO	<ul style="list-style-type: none"> - There are no quotas for awarding council contracts - Contracts are subject to Tender Board regulations 	50% of tenders awarded to women	2009/2010	
	Lobby parliament to amend the tender board regulation act (LTB) to change the current provision of two women to 50% of those	Mayor, CEO, MRLGHRD	Okahao 2/7 Kamanjab – 2/5 Uis – 2/5 Outjo -1/7 Henties Bay – 2/7	50% women on the tender board.	Ongoing	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	sitting on the tender board that awards contracts.		Arandis - 2/7 Karbib - 4/7 Omaruru - / Swakopmund - 1/7 Walvisbay - 2/7 Usakos - 1/7 Khoraxis - 2/5 Okahao - 3/7 Opuwo - /			
	Encourage and affirm larger businesses that sub-contract women-owned enterprises.	CEO, Tender Board, Finance	There are no incentives in existence	LA's include provision on affirming larger business that sub-contract women-owned enterprises in the tender guidelines	2008/2009	
Poverty eradication						
To develop a gender sensitive strategy to address the high levels of poverty that affect mainly women especially women headed households and align it with the National Development Plan 3	Prepare a poverty reduction strategy, which makes explicit mention of women and female-headed households.	GFP, CEO Council	- There are currently no poverty statistics at the local authority level, National Planning Commission conducts surveys - There is no poverty eradication strategy in place in councils	- Needs assessment surveys - Poverty reduction strategy	2009/2010	
	Conduct Sustainable Livelihoods assessment to identify needs and appropriate interventions to enhance the livelihoods of poor and very poor households.	EHD, LED	No sustainable livelihoods assessment has been done	- Assessment results - Women's needs identified	2008/2009	
	Facilitate improved access to social grants.	RACOC, AIDS FP, Mayor	Social grants are currently focussed on OVC and is mostly coordinated and funded by the Central government	- Social grant criteria developed - Budgetary provisions made	2008/2009	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	Implement food security and nutrition programmes.	HIV FP, Peer educators, HB care givers PRO, Mayor	Councils have food security and nutrition programmes	Data base of registered OVC's and food handed out and registered	Ongoing	
	Facilitate the implementation of income-generating activities, improve resources allocated and implement monitoring.	CEO, CDO, Mayor	Some councils have Gardening Programmes, Youth projects and Fundraising programmes	2 income-generating programmes implemented annually	Ongoing	
	Liaise with and support CBOs and NGOs already working with poor households.	Mayor HIV FP, CDO	Current support being provided for NGO's and CBO's is through allocation of land, subsidy on water	- Established CBO's and NGO's - Continued support to CBOs and NGOs	Ongoing	
Business support						
To promote women's participation in the business sector where they are poorly represented	Link women's small businesses with opportunities in the value chains of growth sectors.	Mayor, WAD, NANAWO,	1% of women are involved in the business sector	50% participation of women in the business sector	2008- 2013	
	Community liaison official to disseminate information and advice about sourcing economic opportunities.	PRO, CDO, LED	- There is currently no information in smaller local authorities. - Currently communication is taking place through community meetings	Feedback from community meetings	Ongoing	
	Encourage public and private business partnerships.	PRO,CDO, LED, CEO	Most of the partnerships has been established under the Public, Private Partnerships for Urban Environment	50% increase in the number of partnerships formed	2008-2010	
To empower women entrepreneurs through business skills and support	Facilitate skills development, access to information and finance, and business support for poor women.	Chair Of MC, CDO	Currently skills development is done through WAD, NANAWO, MGECW	100% women to be empowered by training and support	Ongoing	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	Facilitate increased involvement of women-headed companies by raising their awareness and providing them support.		There is no support offered for women-headed companies currently in smaller towns	Support 5 women-headed companies annually	2008/2009	
Informal sector						
To promote equal access to informal markets and formal markets.	Link women to growth sectors.	Mayor, CDO,LED	20% of those participating in the informal sector are women	50% new formal businesses to be formed by women	2008/2009	
	Integrating women with partnerships, mergers etc.	Mayor, CDO,LED	Not in all local authority have integrated women in partnerships and mergers	40% increase of women in partnerships	2009/2010	
INFRASTRUCTURE						
Housing						
To promote the equal rights of women to land tenure	Collect sex disaggregated data on housing.	CDO, Properties Admin, LED	There is no exact data on housing	Sex disaggregated data on housing.	2009/2010	
	Adopt a quota system to ensure that women have equal access to erven.	CDO Properties Admin, LED	The National Housing, Build together programme, and Shack dwellers policy exist but do not include quotas	All women should have access to erven	Ongoing	
	Ensure gender balance on the housing committee.	Mayor,	The housing committee currently constituted of 20% women	50% of the housing committee should be women.	Ongoing	
	Increase the range of housing options available to poor households.	Property admin, CDO, Mayor	- The Flexible land tenure bill is under review. - Previously there was no land tenure for women and this still exists in some areas under chiefs	50% increase in the number of women owning land	2009	
To ensure that women's needs are taken into account because they are mostly affected by	Incorporate the needs of women into the residential design.	CDO, Mayor, CEO	There have been consultations through community meetings but these have not focussed	- Customer satisfaction survey - Consultations with women	2009/2010	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
inadequate housing.			specifically on women			
	Identify unsatisfactory living environments and formulate recommendations for their improvement.	CDO, Mayor, Properties Manager,	- There have been community meetings and there is a housing policy - No formal assessment of living environments been done	- Customer satisfaction survey - Living environment assessment	2009	
	Permit low-impact economic activities to be undertaken from dwelling units.	CDO, Properties,	Councils regulate informal business licenses through application processes	Permits allocated	Ongoing	
To ensure women's equal access to housing subsidies.	Educate women on housing policies and subsidies.	CDO, Properties	- There are no subsidies for housing – loans are granted through the Build Together Project - Information is disseminated through community meetings	50% women accessing housing through Build Together Project	2008/2010	
	Conduct surveys to produce sex disaggregated data.	CDO, Properties, GFP	There have been no surveys and no sex disaggregated data on housing subsidies	Sex disaggregated data and statistics		
	Audit housing plans.	Finance Manager, CEO	There have been no audits of housing plans in town and Villages	Audit results	2008/2010	
To adapt housing policies so that they are gender sensitive	Review current policies and change them to make them gender sensitive.	Mayor, Properties Manager, CEO, GFP	The National Housing policy currently under review	Gender aware Housing policy	2008- 2010	
Transport						
To ensure that women's transport needs are established and met and to ensure that public transport is made safer for women and children as well as addressing pedestrian	Collect sex disaggregated data to establish who uses public transport, whose needs are being met and whose are not.	Technical dept	There are no statistics and data for public transport users	Sex disaggregated data on transport users	Dec 2008	
	Taxi and bus stations and stopping points to be	Technical dept	There have been no studies or regulations relating to this	- Needs assessment - Well regulated taxi stations	Oct 2008	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
safety.	regulated in order to make travelling safe for all people, especially women and children.			and bus stops that are safe for 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. Ensure compliance with national regulations	Technical dept	There are no by-laws in council wrt taxi regulations – this is regulated by traffic in some councils.	<ul style="list-style-type: none"> - By-laws regulating taxis - Improved working relations with the traffic dept with regard to taxi regulations - Compliance with national regulations - Taxis roadworthied annually 	July 2009	
	Taxis should issues receipts with registration numbers thereon.		Taxis don't issue receipts	By-law for taxis issuing receipts	July 2009	
	Taxis should be made safer, with seatbelts, airbags and tracking systems. Consults with MVA fund on how this could be done	Technical dept, NABTA, Taxi owners	Taxis have no safety features	By-law regulating safety features of taxis	July 2009	
	Lobby for legal taxi's to be one colour so that they are easily recognisable.		Taxis are various colours	By-law regulating taxi colours	July 2009	
	Establish a committee to give advice to NABTA and councils	Technical dept, Mayor, NABTA,	There is no transport committee	Gender balanced transport committee	July 2009	
	Pedestrian safety, especially in informal settlements and near schools.	Mayor, Councillors, Technical dept, Traffic and police	Roads are not as safe they could be for pedestrians	<ul style="list-style-type: none"> - Awareness programmes for drivers and pedestrians (December 08 – Campaign before the holidays) - Assessment of pedestrian safety (Dec 08) - Accident rating for council (Jan 09) 	Dec 2008 - 2011	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
				- Target of zero pedestrian fatalities		
To empower women to participate in the male-dominated transport sector.	Gather sex disaggregated data on who owns and drives taxis.	Technical dept, Women's groups	There is no data on taxi owners and drivers	Sex disaggregated data on taxi industry	Mar 2009	
	Train women to drive and own taxi's and get women on taxi associations.	Technical dept, Women's groups	There are very few taxi drivers and owners – it is a male dominated industry	At least 20% of taxi owners and drivers to be women	July 2010	
Water, sanitation and electricity						
To ensure that women, who are disproportionately affected by inadequate service delivery, are provided with affordable access to basic services	Conduct an assessment of households and feasibility study to provide affordable services to poor households. Council should respond to calls for information by those who cannot afford services and where possible subsidies should be provided.	CEO, Health officer, Community dev	Councils do not provide free services to poor households	- Baseline study on poor/ vulnerable households - Definition of poor/ vulnerable households - Cross-subsidising schemes	Feb 2009	
	Create jobs through awarding tenders, community projects, cash for work and training for women in this sector.	Technical dept	- HR/ Economic development dept/ Community services dept should have statistics on women's participation in this sector. - Men dominate in this sector. Women do participate in community projects	50% women to be employed in this sector	2010	
	Ensure that women are consulted prior to the provision of services and align services to the needs of women.	PRO, Cllrs	There has been no consultation specifically with women in provision of services	- Consultation prior to services being provided - Consultation once after to assess whether needs have been met	Immediately	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	Involve women in the management and maintenance of these services and facilities.	Technical dept	Women are not generally involved in the management and maintenance of services	50% women involved in the management and maintenance of services	2011	
Environmental and Public health						
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 officer (EHO)	There is no environment committee	Gender balanced environment committee	Jan 2009	
	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.	EHO, Cllrs resp for health	<ul style="list-style-type: none"> - There is no environmental health forum - Some councils have recycling projects and women are targeted 	<ul style="list-style-type: none"> - Environmental health forum - 4 environmental projects annually with equal involvement of women and men 	Jan 2009	
	Ensure frequency of refuse collection and collect data on refuse disposal.	EHO	Refuse is collected weekly	<ul style="list-style-type: none"> - Weekly collection of refuse monitored - Data on refuse disposal 	Mar 09 - ongoing	
	Provide and maintain public toilets based on feasibility and needs study.	EHO	<ul style="list-style-type: none"> - Councils have public toilets but there aren't enough of these facilities - In some councils the cleaning of these facilities have been outsourced 	<ul style="list-style-type: none"> - Feasibility and needs study of public toilets in the LA - Number of toilets based on needs assessment - Facilities maintained daily - maintenance outsourced equally to women and men 	July 2009	
	Develop a gender sensitive solid waste management policy.	EHO	There is no solid waste management policy	Gender aware solid waste management policy	Sept 2009	
To consult women on solutions to waste removal problems as they are primarily responsible for	Consult women in finding alternative solutions for environmental health, waste removal and location of	EHO	Women have not been consulted on solutions to waste removal problems	Quarterly consultations	Nov 2008	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
waste disposal.	cemeteries.					
HIV and AIDS Prevention						
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.	Mayor, Cllr resp for health, Peer educator, HIV FP	<ul style="list-style-type: none"> - Statistics can be obtained from the Ministry of Health and the health centres - Anecdotal evidence shows that more women are infected 	Sex disaggregated data	Immediately	
	Develop can be drafted gender aware HIV and AIDS policies from which workplace programmes		Some councils have HIV and AIDS policies	Gender aware HIV and AIDS policy	July 2009	
	Develop gender aware HIV and AIDS public education and awareness campaign.		Councils have town awareness campaigns and the participate in World AIDS say events, AIDS sports awareness	5 HIV gender aware awareness campaigns annually	1 Dec 2008 - ongoing	
	Advocate for and promote the female condom and so that women have free access to them.		Women have access to female condoms at various places in the LAs	50% increase in number of female condoms available for use by women	Immediately	
	Gender sensitive sex education in schools.		My future my choice and Window of hope are programmes incorporated in curriculum	<ul style="list-style-type: none"> - Input into programmes - Facilitate and support programmes - Mayor visit to each school twice a year 	Immediately	
	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.		Councils are aware of and some have participated in the 16 days campaign but not all councils	At least 1 activity during the 16 Days campaign
To educate women who are	Integrate PEP into public	Mayor, Cllr	- PEP is not readily	- PEP available at all health	April 2008	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
not aware of the need to avail themselves of Post Exposure Prophylaxis (PEP) in the event of rape.	awareness campaigns; Ensure that all health facilities administer PEP.	resp for health, Peer educator, HIV FP	available at all health facilities only at hospitals not at clinics - Not all women are aware of PEP	facilities - 100% women to be aware of and accessing PEP		
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.		- The Ministry of Health, NGOs and private consultancies has statistics on VCTs - Anecdotal evidence shows that women access VCTs more than men	40% increase in number of women and men going for VCT annually (guided by National VCT day statistics)	May 2009	
Treatment						
To address the fact that access to free treatment is unequal.	Sex disaggregated statistics on access to treatment and care; policy measures to rectify unequal access to treatment.	Mayor, Cllr resp for health, Peer educator, HIV FP	Statistics are available from Ministry of health, women are accessing treatment more than men	Sex disaggregated data	Immediately	
	Facilitate access to ARV's for women and men and keep sex disaggregated statistics on uptake by working with the Ministry of health	DAC, RACOC	The council does nothing at the moment to facilitate access to ARV's	- Information, Education Communication material - Campaign - Baseline study	Immediately	
Care						
To facilitate improved access by women to social grants because the most of the burden of care for those living with HIV/AIDS falls on women and young women are increasingly assuming parenting roles for their siblings.	Campaign for care work to be recognised and remunerated.	Mayor, Cllr resp for health, Peer educator, HIV FP	There is no policy on care work , care work is not remunerated and care workers are not subsidised	Feasibility study on the care work and providing grants/ assistance to care workers	Jan 2009	
	Work with relevant gvt depts in developing sustainable solutions for OVC's and facilitate improved access to	Mayor, Cllr resp for health, Peer	- Councils have got committees (CACOC) at council and constituency level.	Continued support for OVCs and organisations working with OVCs	Ongoing	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	social grants for OVC's	educator, HIV FP	- There are NGO that provide assistance to OVCs and they can come to councils for assistance such as reducing rates and taxes etc.			
	Council to make a link with AMICALL.		Councils have linked with AMICALL	Continued links with AMICALL	Ongoing	
	Facilitate support groups and counselling for caregivers.	Mayor, Cllr resp for health, Peer educator, HIV FP	DAC has been provided with an office	- Continue support for the office - Transport for support groups	Ongoing	
	Involve men in HBC.		Men have been involved in HBC (70:30 women: men)	- 50/50 women and men participating in HBC - Campaigns to involve men in HBC	2011	
Social development						
To make community centres and sporting facilities more accessible to women and men and ensure that they benefit equally from such facilities.	Collect sex disaggregated data on the use of council community and sporting facilities.	PRO, Cllr resp for sports and recreation	Councils do not have sex disaggregated data on sporting facilities	Sex disaggregated data on the use of community and sporting facilities.	Feb 2009	
	City competency: Ensure that every library has a section on women's literature.	Community devel	Libraries do not have women's literature sections	Women's Literature section in libraries		
	Feasibility study on recreation centre for the entire community and possibility of setting up mobile libraries to make reading more accessible to women especially in all areas.	PRO, Cllr resp for sports and recreation	Some councils have recreation centres but there are no mobile libraries	Feasibility study/ needs assessment on recreation centres and mobile libraries	Mar 2009	
	Design programmes to ensure that women and men benefit equally from local	PRO, Cllr resp for sports and	There are no specific programmes to ensure that women and men benefit	Consultations with community and line Ministry regarding programmes that target women	Ongoing	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	authority facilities, for example promoting women in traditionally male sports, eg. Soccer and boxing.	recreation	equally	and men equally		
	Organise events and displays that celebrate women's achievements and challenge stereotypes. Encourage programmes that challenge stereotypes all spheres, including the home. Educate parents on how their children should be socialised.	PRO, Clr resp for sports and recreation	There are no events that celebrate women's achievements	<ul style="list-style-type: none"> - Annual sport event that challenges stereotypes - Inter-LA sporting event - Annual cultural event 	Ongoing	
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.	PRO, Clr resp for sports and recreation	There are no awareness programmes or training materials covering parenting responsibilities	Parenting programmes targeting 50% men in the community annually	Feb 2008	
IV. EMPLOYMENT PRACTICES AND ENVIRONMENT						
To increase the representation of women employed in the council.	Adopt the SADC target of 50% women in all areas of leadership and employment by 2015. Explicitly prioritise gender equity in performance plans.	HR, Political Parties, CEO	The council has an AA Policy	50% women in all areas of employment by 2015	2013	
	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	Currently there are only about 3% women in management positions.	<ul style="list-style-type: none"> - 50% of woman employed by Council of which - 35% should be in Management positions. 	2013	
	Include women's targets as a component of senior	HR	Women's targets are not included as a component of	Senior managers employment contracts include women's	2009	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	managers contract.		senior managers contracts	targets		
	Align the work place skills Plan to the Affirmative Action plan.	HR	Workplace skills plan as not been aligned to the AA plan	Skills audit	2010	
	Obtain buy-in and support of the unions for increased gender equity in the employment profile of the council.	HR	Unions are part of Affirmative Action committees	Signed agreement on Gender Policy	2009	
To ensure that the recruitment and selection process offers equal opportunity to women.	All job advertisements should encourage women to apply.	HR	Job advertisements do encourage women to apply	All job advertisements to encourage women to apply	Ongoing	
	After the establishment, contribute to ALAN's data bank of possible women candidates.	HR	No baseline exists as there is no data bank as yet	Submission of woman candidates to ALAN.	2008	
	Selection panels should be gender balanced.	HODs	Selection panels are regulated by Recruitment Policy but currently gender balance is not observed	Gender balance on selection panels.	2009	
	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	Selection policies are regulated by AA Policy	Gender sensitive selection policies adhered to	2008	
	Develop comprehensive employment equity plans.	GMs, HR	There is an AA Policy in place	Employment equity plan adhered to	2008	
	Incorporate gender into structure system policies and processes.	HR	Gender has not been incorporated into structure systems, policies and	Gender sensitive structure systems and policies	2009	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
			processes			
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 Finance	Councils have Training and Development Plans in place.	More gender sensitive training and development plan.	2011	
	Succession and staff development plans should have a specific focus on upgrading the skills of women and their promotion to senior decision-making positions.	CEO GM'S Managers HR	There are no succession and staff development plans in place	Succession Plan implemented	2010	
	Undertake a skills/ qualification audit and assessment of all municipal employees.	HR	No skills/ qualification audit has been done of all council employees	Skills audit report	2011	
	Devise and implement a range of capacity-building options for employees and councillors.	HR Line Ministries	Councils have Training and Development Plans.	Competence/Performance Management System	2013	
	Mentoring new councillors and employees.	HR, Line ministries, Managers, GM'S	There have been no mentoring programmes conducted in the past	Mentorship Plan to be implemented and in place.	2010	
	Provide information to councillors, CBOs and community members.	Office of the Mayor	No information is provided to councillor, CBOs and community members	Availability of information.	2010	
	Increase the number of learnerships/ bursaries available for girls.	HR	Currently about 3.5% of learnerships/ bursaries are available for girls	30% increase in learnerships/ bursaries available for girls	2013	
	Identify skills needs among communities and skills gaps in key economic sectors.	Economic Dev, Community Dev	There has been no skills audit among communities	Skills audit	2013	
	Develop targeted skills development programmes.	HR	There are no targeted skills development programmes in	Targeted Skills Development Programmes.	2013	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
			councils			
	Facilitate women's entry to skills development programmes.	HR	Nothing has been done to facilitate women's entry to skills development programmes	20% increase in number of women accessing skills development programmes	2012	
Work conditions and environment						
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.	HR	Women have three Months maternity leave	Three months full maternity leave	Ongoing	
	Provide and standardise paternity leave and accompany this with a programme on responsible fatherhood. Possibly consider shared maternity and paternity leave	HR	Men do not get any paternity leave	Two weeks paternity leave for fathers	2010	
	Meetings times should take the needs of all employees into consideration and not run too late.	Managers, GM'S, CEO	There are no standard meeting times and they are not gender sensitive	Gender aware meeting time policy developed and adhered to.	2009	
	Provide child care facilities for municipal employees.	HR	Breastfeeding corner was in place but was not utilised.	Create awareness amongst employees.	2010	
	Provide flexible work arrangements for parents.	HR, CEO Managers	Council policies do not make provision for flexi-time	Feasibility of flexi time	2010	
	Conduct awareness programmes on parenting responsibilities.	Community Services	There are no awareness programmes on parenting responsibilities	Parenting programmes	2013	
	Support and expand crèches.	Community Services	No support is provided to crèches	Part of Decentralization	2013	
	Address issues of sexual harassment in the council.	Develop and implement a sexual harassment policy	HR	Some councils have SHP	Compliance with Implementation of the sexual	2009

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	(SHP).			harassment policy.		
	Workplace education and awareness on the SHP	HR	No awareness has been raised on the SHP	Survey	2010	
	Code of conduct to ban the use of sexist and abusive language and jokes.	HR	Councils do not have a code of conduct that bans sexist language and jokes	Code of conduct	2009	
V. GENDER MANAGEMENT SYSTEM						
Planning						
To ensure that women are consulted about their needs when drawing up plans for the council.	Adapt the vision and mission statement of the council to ensure that it is gender aware.	Mayor	Vision and missions are not gender aware	Gender included in the mission and vision statement	2009	
	Conduct surveys prior to planning to determine the needs of both women and men.	GFP/Unit, CEO	There have been no surveys conducted to determine the needs of women and men	Gender aware survey results.	Feb 2009	
	Consult with both women and men when drawing up plans.	Mgmt Chair, GFP	Women have not been consulted when drawing up plans	3 consultations with women and men equally	2009	
	All units and departments should include gender indicators in their business plans.	HOD	Gender is not included as an indicator in business plans	Gender indicators in departmental plans	2009	
	Councils should administer customer satisfaction surveys that are disaggregated and analysed according to gender.	CEO, PRO, GFP	Councils have not administered customer satisfaction survey	- 80% women and men targeted in customer satisfaction survey conducted, - One survey per year	Jan 2010	
Gender structures						
To establish structures that constitute the gender machinery and to ensure that they have the authority to carry out their work and to obtain the commitment	Council should provide a gender coordinator in the office of the CEO.	CEO, Mgmt committee	There is no gender coordinator	GMS established, vested with authority, strategy, plan and resources.	June 2009	
	Recruit/appoint/hire gender focal point.	CEO	A gender focal point has not been appointed	GFP appointed.	2009	
	The gender coordinator	CEO, HODs	There is no gender	- GMS established, vested	Jan 2010	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
of all managers.	should be assisted by gender focal points in all departments, together comprising the gender management committee.		coordinator and no focal points in all departments	with authority, strategy, plan and resources - Gender Focal Committee established.		
	Gender to be written into the job description and performance agreements of senior managers and GFP. Senior managers must take ultimate responsibility for gender mainstreaming within the administration.	CEO, Council, HR manager	- Currently responsibility for gender in the council does not rest with senior managers. - There are no gender indicators in senior managers' PAs	Gender indicators in PAs of senior managers	2009	
	Gender should be a standing item on the agenda of management committee meetings.	CEO	There is no gender item on the management committee meeting agenda currently	Gender item on management committee meetings	Immediate	
	Establish a gender committee comprising councillors and other stakeholders to ensure political oversight for gender mainstreaming in the work of local government.	Mayor	There is no committee in Council responsible for gender	Gender equality committee.	2010	
	Compile annual report to ALAN.	Gender Comm, CEO, GFP	There have been no reports submitted to ALAN	Report submitted	Annually	
	Formulate women's social club.	Mayor	There are currently no women's social clubs	Women's club established.	2011	
	Prepare Terms of Reference for gender structures, and clarify reporting process	Mgmt committee, CEO	There are no gender focal points in all departments and no TORs have been drafted	GFPs established TOR for GFP	2009	
	Publicise the establishment of the gender structure.	CEO, Mayor	The GMS has not yet been established thus not publicised	GMS published, public meetings	June 2010	
	Gender machinery to prepare	GFP,	GMS has not been established	Strategy and action plan	2010	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	their own strategic plans.	Gender Committee	thus there is no strategic plan	adopted.		
	Establish linkages with gender machinery in other municipalities.	CEO/PRO/ GFP	No linkages have been established with other municipalities	GMS Networked	June 2010	
Budget, monitoring and evaluation						
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, HODs	There is no sex disaggregated data	All statistics disaggregated by sex.	2010	
	Gender indicators to be included for each department/ programme and HR management.	HODs, CEO	There are no gender indicators for all departments	Gender KPIs integrated into council scorecard.	2010	
	Ensure that women and men participate equally in public consultations on planning and budgets.	Mayor, CEO	Nothing has been done to ensure that women and men participate equally in consultations and planning	- 90% of both men and women participate - Attendance register of meetings	2010 onwards	
	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 gender analysis of council and departmental budgets has been done	Gender analysis of council and departmental budgets	2011	
	Recommend resource allocation (specific budget line) for initiatives that will promote gender equality, including fighting gender violence and HIV and AIDS). Ensure that departments allocate resources to gender priorities.	HODs, CEO	- There has been no costing of the plan - Departments have not allocated resources to gender priorities	- Costing of this action plan - Budget allocation for gender in all department budgets		
Capacity building						
To ensure that training is done to educate all	Organize skills training for members of gender	HR, PRO, GFP	No skills training for the gender committee has been	- 4 workshops per annum - 80 per annum women and	June 2010	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
employees and community groups on gender.	committee.		done	men participate		
	Liaise with service providers to provide training programmes. Goes to Nothing was done.1	GFP, HR	Nothing was done	4 trainings per annum	2010	
	Organise training programmes among councillors, officials and community groups.	GFP, HR, Comm services	There are currently no training programmes	- 2 training programmes annually - 20% community and employed women and men	2009	
	Ongoing mentorship and support through linkages with civil society.	GFP, HR, Comm services, Aldermans	There are currently no mentorship programmes	20% of women and men in council participate in mentorship programmes	2010	
	Assess impact of training.	GFP	There has been no impact assessment of training	Reports available	Ongoing	
	Gender sensitivity and analysis training for both male and female councillors and staff	CEO, HR, MGE CW, NGOs	There has been very little gender sensitivity training for councillors	2 trainings with all councillors annually	2009	
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.	GFP	There have been no special gender events	2 events per annum	Ongoing	
	Prepare pamphlets, advertising, posters, logo etc.	GFP	No material has been produced	Pamphlets, posters available	Ongoing	
	Run competitions, sporting activities that challenge stereotypes.	GFP, CEO, PRO	There have been no such events	2 Competitions and sporting activities annually	ongoing	