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DOCUMENT CONTROL

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Related documents	Annexure A – Summary of possible Key Performance Indicators <ul style="list-style-type: none"> ✓ Employment Equity Policy ✓ Women Development Strategy ✓ Youth Programmes ✓ Gender Mainstreaming And Disability Management Framework

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1. INTRODUCTION

This Policy aims to ensure that gender is mainstreamed in the Policies, Laws, Regulations, Plans, Programmes, Service Delivery, Institutional and Management Practices of the City of Johannesburg (CoJ or City). The provisions of this Policy shall be incorporated into all Policies of the City. Key Performance Indicators (KPIs) arising from the Policy shall be mainstreamed into the City Scorecard. A checklist of indicators is attached as **Annex A**. In accordance with the Gender Policy Framework for Local Government the Policy covers:

- a. Policy and Planning
- b. Good Governance and Public Participation
- c. Basic Service Delivery
- d. Local Economic Development (LED) and Economic Empowerment
- e. Flagship cross cutting Projects
- f. Municipal Transformation and Organisational Development
- g. The Gender Management System

2. PREAMBLE

Women constitute the majority of the CoJ over three (3) million people. Black African women constitute the majority of those going to work or school on foot. There is a slightly higher proportion of women with disabilities in the City than men i.e. 3.9 % women compared to 3.5% men. Levels of gender violence are high particularly among marginalised women such as foreign women, women with disabilities and sex workers.

Women comprise 43% of the working population. Unemployment is higher among females than males across all racial groups residing in the CoJ. A large proportion of those working in the informal urban economy are women and these are concentrated in the least remunerated survivalist enterprises. The 2001 Census found that just over 700 000 households are headed by men and just over 400 000 are headed by women. Female heads of households are likely to earn less than their male counterparts and are most likely to be employed in less skilled jobs.

Women are the main victims of domestic violence and sexual offences. A study on women in Inner City Johannesburg conducted in 2000 found that women in the Inner City experience a continuum of coercive sexual behaviours, ranging from sexual harassment to rape (Vetten and Dladla). Women who have been abused have expressed a general dissatisfaction with services related to negative attitudes of Public Sector Officials or poor standards of treatment. Women have identified the need for more shelters for women and children, more varied Counseling Services and extension of Clinics and Counseling Services. A particular concern raised by women relates to their safety on Public Transport Facilities like bus and taxi ranks. Women have identified the need for more visible policing on the streets of Johannesburg.

HIV and AIDS is also a major challenge with young women constituting the majority of those infected and affected. There is a growing movement to engage men in the struggle against gender inequality, gender violence, HIV and AIDS. According to the CoJ's HIV and AIDS Strategy, it is expected that the average life expectancy will decline by twenty (20) years (from 61 to 41), but for men this will be 15 years and for women 25 years.

3. DEFINITIONS

TERM	DEFINITION
Black people	Is a generic term, which means Africans, Coloureds and Indians.
CoJ	Is a Local Government institution that functions to provide basic amenities such as water, electricity, roads and a clean living environment. The City has three main leaders – the Executive Mayor, the City Manager and leader of the Council.
C&SS	Shall mean the Corporate and Shared Services Department.
Co-opted members	Means the committee may from time to time co-opt employees with relevant skills/ knowledge/experience to assist in committees.
Designated employer or CoJ	Shall mean CoJ Metropolitan Municipality.
Designated people	Means Blacks (Africans, Coloureds and Indians), women and people with disabilities.
Employee	Means any person other than an independent contractor who: <ul style="list-style-type: none"> • works for another person or for the State and who receives, or is entitled to receive, any remuneration; and • in any matter assists in carrying on or conducting the business of an employer, and “employed” and “employment” have corresponding meanings
Gender	Describes the socially constructed differences between men and women, which can change over time and which vary within a given society from one society to the next. Our gender identity determines how we are perceived and how we are expected to behave as men and women. Thus while the fact that women give birth to children is biologically determined, the fact that they perform the majority of household chores, predominate in the informal survivalist and in the lower paid “care” work in the formal sector are socially constructed. What is important to stress is that gender relations are dynamic. They are shaped through the history of social relations and interactions. They vary over time and place and between different groups of people. They may also be impacted by other factors, such as race, class, ethnicity and disability.
Gender and Development approach	The Gender and Development approach to development looks at unequal relations between the rich and the poor, the advantaged and the disadvantaged and the additional inequalities that women face in these contexts. It recognises that women, poor people and other disadvantaged groups are the victims of social structures that prevent equitable development. The ultimate goal of GAD approach is to create equitable and sustainable development with women and men as equal decision-makers. A GAD approach takes into account the different practical and strategic needs of women and men at all stages of a project cycle.
Gender Awareness Policies	Recognise that women, as well as men, have an important role to play in society; that the nature of women’s involvement is different and often unequal; and that consequently women have different needs, interests

TERM	DEFINITION
	and priorities, which may sometimes conflict with men.
Gender blind Policies	Recognise no differences between the sexes. They mistakenly assume that men and male norms represent the norm for all human beings.
Gender equality	Women and men are respected and valued as equals. This means that any differences between women and men are not used to justify a power hierarchy favouring one group over another. It would require: that decisions are based on the needs and or interests of both women and men; balanced representation and participation of women and men within Policy and governance and a reallocation of power and redistribution of resources from men to women. For gender equality to be a reality for all women, other social inequalities would also have to be addressed.
Gender equity	Equity Programmes favour treating women and men differently in order to achieve the equal status of women and men. Such Programmes are based on the premise that if women and men were treated the same way (equally) there would be a risk of reaching unfair outcomes due to original disparities.
Gender Focal Point	Is tasked with mobilising institutions, Organisations and Departments amongst others to promote gender equality. One of their main functions is to act as a catalyst for the participation of key actors on the pursuit of gender equality.
Gender mainstreaming	Taking account of gender equity concerns in all Policy, Programme, administrative and financial activities, and in Organisational procedures, thereby contributing to a profound Organisational transformation.
Gender Management System (GMS)	Is the network of structures, mechanisms, and processes put in place within an existing Organisational framework, to guide, plan, monitor and evaluate the mainstreaming of gender into all areas of the Organisation's work. The mission of a GMS is to advance gender equality through promoting political will; forging a partnership of stakeholders including government, private sector, building capacity and sharing good practice. ¹
GHCM	Group Human Capital Management.
Group (context)	A common Policy Framework with enough flexibility to cater for the uniqueness in terms of service delivery demands and to enhance service delivery capabilities at the CoJ Core and the different Municipal Entities. This is underpinned by the principle that Group sets the overarching Policy and Municipal Entities may customize the procedure to make it relevant to their specific business requirements.
HCM	Human Capital Management.
Monitoring structures	Shall mean any officially appointed structure to consult, develop and monitor the implementation of the gender mainstreaming Policy, Programme and plans.
RDP	The RDP is an integrated, coherent socio-economic Policy framework. It seeks to mobilise all people and the country's resources toward the final eradication of apartheid and the building of a democratic, non-racial and non-sexist future.

TERM	DEFINITION
Unfair Discrimination	Refers to any distinction, exclusion or preference made directly or indirectly on the basis of race, colour, sex, religion, political opinion, social origin (not exclusive to these categories only), which has the effect of reducing equality of opportunity or treatment in employment and occupations.
Women in Development approach	Women in Development approach seeks to integrate women into the existing development Programmes, but without transforming unequal gender relations. It does not question the relation of gender inequality and therefore tends to address the symptoms rather than the causes of gender inequality.

4. ACRONYMS

BRT	Bus Rapid Transport
CSS	Corporate and Shared Services
DPLG	Department of Provincial and Local Government
EE	Employment Equity
GAD	Gender and Development
GDS	Growth and Development Strategy
GFP	Gender Focal Point
GMS	Gender Management System
IDP	Integrated Development Plan
IMATU	Independent Municipal and Allied Trade Union
KPI	Key Performance Indicator
LED	Local Economic Development
MMC	Member of Mayoral Committee
ME	Municipal Entity
PAAs	Performance Agreements
RDP	Reconstruction and Development Programme
SADC	Southern Africa Development Community
SALGA	South African Local Government Association
SAMWU	South African Municipal Workers Union
WID	Women in Development

5. ROLEPLAYERS

- ✓ Executive Mayor;
- ✓ Council Speaker;
- ✓ Chief Whip;
- ✓ Members of the Mayoral Committee;
- ✓ All Chairs of Section 79 Committees;
- ✓ City Manager and the Executive Management Team;
- ✓ Council Secretary;
- ✓ The Legislature;
- ✓ CoJ GFP Gender Forum;
- ✓ Relevant SALGA Bargaining Structure;
- ✓ National and Provincial Gender Forums;
- ✓ Corporate Monitoring Structure;

- ✓ All Employees;
- ✓ Civil Society;
- ✓ Recognised Labour;
- ✓ Business Sector; and
- ✓ Communities.

6. GENDER POLICY FRAMEWORK

The Gender Policy Framework is guided by key international, regional, national, provincial and Local Government instruments.

6.1 International and Regional

- ✓ Beijing Platform for Action (1995)
- ✓ Convention for the Elimination of All Forms of Discrimination against Women (CEDAW) (1981).
- ✓ Millennium Development Goals (2000).
- ✓ SADC Protocol on Gender and Development (2008)

6.2 National

- ✓ The Constitution of the Republic of South Africa (Act No. 108 of 1996)
- ✓ National Policy Framework on Women Empowerment and Gender Equality (2002)

6.3 Provincial

- ✓ The Gauteng Strategic Policy Framework on Gender Equality and Local Government

6.4 Local

- ✓ The White Paper on Local Government (1998)
- ✓ The Gender Policy Framework for Local Government (2008)

6.5 Legislative compliance

The CoJ is further committed to complying with the following legislation and any other relevant and complementary governing equality and promotion of a non-discriminatory workplace:

- ✓ The Labour Relations Act of 1996;
- ✓ The Municipal Structures Act of 1998 and 2000;
- ✓ The Promotion of Equality and Prevention of Unfair Discrimination Act No. 52 of 2002;
- ✓ Municipal Systems Act (2000);
- ✓ Employment Equity Act of 1997;
- ✓ Promotion of Access to Information Act (2000) and Promotion of Access to Information Amendment Act (No. 54 of 2002);
- ✓ Reconstruction and Development Programme (1994); and
- ✓ CoJ By-Laws

6.6 Targets

The SADC Protocol on Gender and Development enhances MDG 3 (gender equality) by spelling out twenty eight (28) targets to be achieved by 2015 that draw on all existing national, regional and international commitments to gender equality. As South Africa is a signatory to the Protocol adopted in Johannesburg in August 2008 these targets are integrated into the City Gender Policy.

7. VISION

A world-class African City that leads the way in achieving Millenium Development Goal 3 (gender equality) through working systematically to attain the twenty eight (28) targets for the achievement of gender equality in the SADC Protocol on Gender and Development by 2015. This will result in a City which is non-discriminatory; a City which consciously gears itself to meet the needs of its diverse inhabitants including women, men, children, and people with disabilities for employment, sport and leisure, cultural, social pursuits as well as ensures their security and safety. The ideals of economic growth, increased prosperity and improved quality of life should benefit everyone regardless of race, sex, disability, sexual orientation, origin or any other kind of difference.

8. MISSION

- ✓ The Policy will challenge historical gender stereotypes and biases, and affirm the culture of gender equality across the CoJ within the Organisation and in the way the CoJ delivers its services.
- ✓ The CoJ will empower all its employees through substantive and procedural compliance with all legislation relevant to advancing gender equality.
- ✓ The CoJ's gender mainstreaming Programme will be fully incorporated in the Growth and Development Strategy and Integrated Development Plan (IDP) and all key management tools to deliver gender responsive plans and practices in the workplace and in the services delivered by the CoJ.

9. PURPOSE

This Policy has been formulated in line with the relevant National and International Policies and instruments, the Gender Policy Framework of Local Government and the Gauteng Strategic Policy Framework on Gender Equality and Local Government to:

- ✓ Mainstream gender in all Programmes and Projects of the CoJ.
- ✓ Promote equal opportunity and eliminate unfair discrimination against women.
- ✓ Implement affirmative action measures to redress the disadvantages in employment experienced by designated groups in particular women, in order to ensure their equitable representation and recognition in all occupational categories and levels across the Core Departments and MEs in the CoJ.
- ✓ Ensure gender responsive and gender aware delivery of services by all Core Departments and MEs to the residents of the City.
- ✓ Enable the creation of a gender sensitive Policy, planning environment and the development of governance structures.

10. STATEMENT OF INTENT

The principles and values of non-discrimination, equity, diversity and gender responsiveness shall be fully integrated and reflected in the implementation plans for the development of responsive governance, Policy, planning and service delivery. The CoJ shall offer equal treatment, opportunity and development to all persons as per the Employment Equity Act and other related Policies and legislation. The CoJ shall take steps to promote fair treatment in the workplace by:

- ✓ Implementing transformation interventions, which are aligned with and drive CoJ's business strategy to ensure a high performance culture.
- ✓ Facilitating an equitable representation of the workforce by attracting, developing and retaining employees from the designated groups, with a particular focus on women.
- ✓ Implementing effective diversity management initiatives to establish and maintain an all-inclusive gender appreciative culture conducive to transformation.
- ✓ Making reasonable accommodation for employees from the designated groups, in particular women, and to provide a safe and enabling work environment for all employees.

11. SCOPE OF APPLICATION

The Policy applies to CoJ Core Administration recognised role players. The Core Departments shall implement the Policy Clauses as stipulated in the approved CoJ Group Policy Document and the Municipal Entities are expected to customize or align their Policies with the Group Policy Document Framework without downgraded the set Guidelines and Standards. Municipal Entities can adopt and implement the CoJ Policy Statements as is, depending on the Board of Director's approval.

12. GUIDING PRINCIPLES

These are summarised in the Gender Policy Framework for Local Government as follows:

- ✓ **Equality between women and men:** This refers to a situation where women and men have equal conditions for realising their full human rights and potential, and are able equally to contribute to the national, political, economic and cultural development and to benefit from the results.
- ✓ **Recognition of differences and inequalities among women:** Women differ according to such factors as race, disability, class, culture, religion, sexual orientation and geographic location.
- ✓ **Women's rights are human rights:** Women's rights are part and parcel of human rights as enshrined in the Bill of Rights. These rights form part of the cornerstone of democracy in South Africa.
- ✓ **Customary, cultural and religious practices are subject to the right to equality:** This principle recognises the right of all persons to enjoy and practise their religious and cultural beliefs. However, these practices should not discriminate on the basis of gender.
- ✓ **Affirmative action:** This refers to corrective measures through Programmes targeting women to redress the legacies of discrimination and subordination.
- ✓ **Economic empowerment of women:** refers to the capacity of women to access and control economic resources and make decisions for improving their quality of life.

- ✓ **Entitlement to the right of integrity and security of person:** Women are entitled to the right to bodily and psychological integrity as enshrined in the Constitution. This means that women have the right to security and to make decisions over their own bodies, including their reproductive rights.
- ✓ **Mainstreaming gender equality:** This involves ensuring that gender is incorporated into all Policies, Programmes, laws and services delivered by Municipalities.

13. AREAS FOR GENDER MAINSTREAMING

The objects of Local Government as set out in the Constitution are to:

- ✓ Provide democratic and accountable government for local communities;
- ✓ Ensure the provision of services to communities in a sustainable manner;
- ✓ Promote social and economic development;
- ✓ Promote a safe and healthy environment; and
- ✓ Encourage the involvement of communities and community Organisations in matters of Local Government.

The seven key focus areas of this Policy are aligned to the Gender Policy Framework for Local Government. Some of these are specific to internal functions (GHCM) and others to external functions (communities and service delivery) and others cover both spheres as in the table below.

The responsibility to deliver on these areas of gender mainstreaming will be that of all the Core Departments and MEs, in line with each entities mandate.

		EXTERNAL (Communities)	INTERNAL (Councillors and employees)
1	Policy and Planning	X	X
2	Good governance and public participation	X	X
3	Basic service delivery	X	
4	Local economic development	X	
5	Flagship Programmes	X	
6	Municipal transformation and Organisational development		X
7	Gender Management System (GMS)	X	X

13.1 Policy and Planning

Key issues

Women are often excluded from decisions about matters that affect their lives. The CoJ through the Office of the Speaker has convened specific consultations for communities on the City's Policies, strategic documents such as the IDP and related service delivery matters.

Strategies

The City shall ensure that the provisions of this Gender Policy are integrated into existing Policies and Practices through:

- ✓ Conducting of regular Gender Audits of all Policies, Procedures, By-Laws and Strategies of the CoJ.
- ✓ Integrating gender considerations into all existing Policies, Procedures, By-laws, and Strategies by the 2012/2013 Financial Year. These would include but not be limited to: the Growth and Development Strategy (GDS); Integrated Development Plan (IDP); HIV and AIDS Policy and all Human Capital Management related Policies.
- ✓ Identifying Gender Key Performance Indicators (KPIs) during the Departmental and Municipal Entity (ME) Action Planning Workshops for all areas of the City's work.
- ✓ Integrating these Gender KPIs into the Business Sector Plans, GDS and IDP.
- ✓ Ensuring that resources are specifically allocated for the implementation of this Policy.
- ✓ Ensuring that gender is mainstreamed in all budgets of the Business Units.
- ✓ Embedding the practice of mainstreaming gender in all future Policy formulation and planning.

13.2 Good governance and public participation

Key issues

Although there have been significant improvements in women's representation in Local Government, the City of Johannesburg has yet to attain equal representation in all areas and at all levels of political decision-making.

The laws that govern Local Government place a strong emphasis on community involvement and participation. Typically in communities women carry out much of the voluntary work, without much say, while men make the decisions. The laws that govern Local Government specify the need to engage with women and men at the local level.

Targets

The SADC Gender Protocol calls on member states to endeavour to ensure that 50% percent of decision-making positions in all public and private sectors are held by women including through the use of Affirmative Action Measures and that women participate equally in all areas of public life.

Strategies

The CoJ has no control over the outcome of elections. However, the City shall:

- ✓ Promote equal representation of women and men in Ward Committees and other structures at grassroots level which work through with local Councillors and ensure that women's voices are heard in such Structures.

- ✓ Ensure that women are effectively represented in processes to develop IDPs and other City Policies and Planning documents.
- ✓ Ensure that women and men constituents are consulted directly by Councillors and Ward Committees, to ensure that their interests are represented apart from party political interests.
- ✓ Establish Gender Forums on the ground and ensure that they have real influence where it matters on Policies and decisions at all levels and on all issues.
- ✓ Ensure equal participation by women and men and in Public Meetings and diverse participation of all societal groupings.
- ✓ Promote gender balance and sensitivity in all communication, public education and awareness materials.
- ✓ Engage in regular consultation with women and men in the community on the Gender Policy.

13.3 Basic Service Delivery

The first priority of the CoJ is to begin to meet the basic needs of people – jobs, land, housing, water, electricity, transport, a clean and healthy environment, nutrition, health care and social welfare.

13.3.1 Job creation

Key issues

According to the 2001 census, women comprise 43% of those employed in Johannesburg, the same level as 1996 despite the increase in the number of women in the City and the growth of Economic Sectors traditionally associated with female employment. The largest reduction has occurred in private households, which suggests that domestic workers have been disproportionately affected. There are strong gender biases in areas of employment:

- ✓ 20.5% men work in wholesale and retail; 18.4 percent in business; 14.5% in manufacturing.
- ✓ 22 % women work in community services; 20% in private households; 17.7% in business and 16.1% in wholesale and retail. 97 % of women employed in private households are African.
- ✓ Women constitute 65 % of those in administrative and secretarial jobs and 62 % of those in elementary occupations.
- ✓ Women comprise three out of ten legislators and senior officials/managers.
- ✓ A large proportion of those working in the informal urban economy are women. Gender inequality in the informal sector is pronounced, with women concentrated in the least rewarding survivalist enterprises.
- ✓ Men outnumber women in all income categories, except those earning R1800 per month.

Certain categories of women are particularly vulnerable. For example:

- ✓ Domestic workers constitute 9% of the City work force. Since employment legislation has been extended to this category, economic vulnerability has

been addressed to some extent. However, the difference in power relations and spatial distribution leaves domestic workers vulnerable especially where they depend on the employer for accommodation. As a result exploitation and abuse including sexual are common as is unfair dismissal. They have few if any social networks and mobility is circumscribed.

- ✓ The informal sector: A study among 466 women traders in Johannesburg found that the informal trading sector in the City attracts mainly young women who are unable to find permanent employment in the formal sector after leaving school. Almost 60 percent of these women had completed secondary education, although some were functionally illiterate. Over one in three female traders worked for someone else, more often than not a male relative. The majority of women sold food (60%) followed by clothing 29%. Most of the women worked seven days a week and over half earned less than R400 a month. An interesting recent development is the increase in female-operated clothing manufacturing enterprises, sometimes in conjunction with foreign men, specializing in custom-made garments. These often have just one employee and income levels differ greatly. Most cited financial assistance as the most significant form of support required.
- ✓ Migrant women and refugee: The 2001 census recorded almost 90 000 foreign women living in the City of Johannesburg, or six percent of the women in the City. These are mostly from SADC countries. Those who are refugees or do not have a legal status face a myriad of problems: access to housing and shelter, access to employment; access to services like health, education and social/ community services.

Key targets

The SADC Gender Protocol requires that by 2015 signatories review, amend and enact laws and Policies that ensure women and men have equal access to wage employment in all sectors of the economy.

Strategies

- ✓ Ensure that job creation Programmes and initiatives for decent work target both women and men.
- ✓ Review and improve the guidelines (e.g. duration of these) of learnerships and internships to ensure effective use and applicability at the department level.
- ✓ Ensure that all local level tourism initiatives target all areas of the City.

13.3.2 Land and housing

Key issues

Although both men and women are theoretically eligible for housing and land subsidy support, these services are invariably registered in the names of

men. Lack of adequate housing is a major cause of stress in poor people's lives.

In 1996, one out of four households lived in informal settlements i.e. 225 000 households. This had been reduced to one in five in 2001. The census data shows that there are no major variations between the conditions of male and female headed households. A slightly higher proportion of women lived in backyards (mostly domestic workers.)

Hostels present a particular challenge and gender dimensions. Showers and toilets are often only accessible to men. Women were forced to use the bushes, which is both degrading and adds to their vulnerability. The women also complained about lack of refuse removal and the fact that blocked sewerage pipes had not been repaired for months. In a study on social exclusion in the City, women in hostels had the highest level of distrust towards public officials.

Available data on who gets access to housing is not disaggregated by gender. Many women in the past complained that they were often only allocated housing upon providing sexual favours.

Key targets

The SADC Protocol on Gender and Development requires that by 2015 all Policies and laws that determine access to, control of, and benefit from, productive resources be reviewed to ensure that women benefit equally.

Strategies

- ✓ Promote women's access to land and security of tenure.
- ✓ Ensure that the Spatial Design of the City considers the needs of both men and women.
- ✓ Review the structuring of houses in terms of space between houses.
- ✓ Ensure that each house is properly and clearly numbered and that streets are properly named.
- ✓ All data relating to housing (access to housing, title deeds, housing subsidies) to be disaggregated by gender.
- ✓ Support for child-headed households.

13.3.3 Water, Sanitation and Electricity

Key issues

Women bear the burden of providing potable water and sanitation, but are often not consulted in the provision of these services. Increases in the number of households with flush toilets have been accompanied by increases in the absolute number of households with less than adequate sanitation facilities such as pit latrines and bucket latrines. With regard to the main energy sources for cooking, according to the 2001 census 79% use electricity; 18% use paraffin and two percent use gas. A small proportion use

coal, wood or solar energy, animal dung or other sources, with high risk of indoor pollution for households, in particular women.

Electricity and the lack of it, have major implications for women, both with regard to security, and fuel for cooking, heating etc. Most of the tasks for which energy is used daily in the household such as cooking, washing etc. are generally regarded as a woman's duty. Electricity is the safest fuel. It saves women the time of collecting fuel outside the home. It can assist in small scale, home based income generation Projects, e.g. sewing, bread baking. Improved lighting contributes to improved security. Local Government is responsible for the provision of electricity to households, schools and clinics in its area.

Electricity is only profitable for the Municipality if consumers pay their bills. This has led to some informal settlements not being electrified. The use of pre-payment metres has helped to resolve the problem, but sometimes consumers find ways of bypassing the metres. Studies show that the level of skill required for this means that the culprits are often not the poorest or least educated citizens (Annecke 1997:20). In general, electricity take up has not been as high as expected because it is still an expensive form of energy for the poorest sectors of society.

Key targets

Halve by 2015, the proportion of the population without sustainable access to safe drinking water and basic sanitation (MDG 7).

Strategies

- ✓ Ensure that water, sanitation and electrification are made available to every household including informal settlements.
- ✓ All data relating to access by both men and women to water and sanitation and electricity to be disaggregated by gender.
- ✓ Conduct regular needs assessment of services within communities to develop a comprehensive plan on water and sanitation.

13.3.4 Transport

Key issues

The multiple roles of women mean they must often take several short trips in a day, often on routes that are sometimes poorly serviced and dangerous. Women often require travel outside peak hours and to alternative destinations than men. For example domestic workers need to get to the suburbs at the very moment that others need to get to the City for work.

African women and men constitute 86% of those going on foot to work or school, compared to 62 % of white women and men driving a private car to work or school. More African women use public transport bus and train than private transport as either a driver or passenger. One in three residents walk;

one in four residents use mini buses; one in five drives; one in eight is a passenger; one in ten uses a bus or train.

Strategies

- ✓ Quantify gender benefits in transport capital Projects, including the BRT.
- ✓ Taxi and bus stations and stopping points need to be regulated in order to make travelling safe for all people, but especially for women and children. This needs to be combined with proper policing.
- ✓ Passenger needs around access, cost-effectiveness and routes must be assessed using gender indicators.
- ✓ Integrate gender in the Community Transport Safety Plan
- ✓ Develop education awareness campaigns on road safety focusing on communities, especially women and children.
- ✓ Conduct periodic transport needs assessment of women and domestic workers specifically of the City.

13.3.5 Nutrition and Health

Key issues

Women's health is often narrowly interpreted to be concerned with reproductive health. While this is important, women are also often responsible for the health of the family and are the main care givers in society.

Johannesburg has a higher disease burden than is normal in a middle income country. These include diseases of poverty (malnutrition and tuberculosis) industrialization (motor vehicle accidents), social stress (drugs and alcohol abuse and violence) and lack of services (e.g. environmental hazards.) Environmental Health Services particularly affect women, who do most of the cooking and cleaning in the home and who also provide a great deal of the informal sector food provision across the City.

There is some improvement in refuse removal: in 2001, 91 percent of households had refuse removal compared to 88 percent in 1996. These statistics do not reflect the quality of services. A study on the gender implications of the privatization of waste management (Samson 2003) argued that there had been a decline in the quality of water management services, with the poorest areas worst affected. In these areas, women ended up cleaning the streets and public spaces on an unpaid basis. One waste management depot argued that it did not need to provide sweeping services in the townships as women in the townships do sweeping work for free.

Existing plans identify measures and specific targets such as health certification for formal and informal food outlets; energy retrofit and waste treatments works; increasing waste recycling; and increasing fines for environmental health contraventions.

Key targets

The SADC Gender Protocol provides that by 2015 state parties shall:

- ✓ Adopt and implement legislative frameworks, Policies, Programmes and services to enhance gender sensitive, appropriate and affordable quality health care.
- ✓ Reduce the maternal mortality ratio by 75%.
- ✓ Develop and implement Policies and Programmes to address the mental, sexual and reproductive health needs of women and men; and
- ✓ Ensure the provision of hygiene and sanitary facilities and nutritional needs of women, including women in prison.

Strategies

- ✓ Provide adequate and clean public ablution facilities. These should be well lit and safe, and also provide infant changing booths.
- ✓ Disaggregate benefits according to gender.
- ✓ Safe, attractive public parks should be planned for the open City spaces, and in the suburbs and townships – both to counter the global warming process and to provide places where workers and informal sector workers can congregate during lunch-hours.
- ✓ Monitor progress regarding the City commitment to prioritise tree planting (beautification), in the townships especially.
- ✓ Align the Women's Health Programme Implementation Plan, Women Development Implementation Plan to the Gender Policy.
- ✓ Locate the operation and maintenance of primary health care services where people live. It must be accessible to people on foot, especially for mothers and care givers in poor communities.
- ✓ Provide prompt and adequate Emergency services for people living in all communities, especially ones that are distant from hospitals.
- ✓ Review the Emergency services' response times, monitoring rates and having adequate resources to provide quality services
- ✓ Monitor the current health service provision against CoJ set targets and against agreed upon KPAs.
- ✓ Promote, raise awareness, test and provide treatment for lifestyle and chronic diseases regardless of gender.
- ✓ Monitor the CoJ's anti-retroviral roll-out against set targets
- ✓ Ensure that the operational times of health facilities respond to the needs of both men and women.
- ✓ Upgrade the satellite and mobile clinics to fixed clinics.
- ✓ Obtain gender disaggregated data on the awarding of contracts, trading certificates in the area of environmental management.
- ✓ Ensure that building structures are sensitive to the different gender needs and needs of people with disabilities.

13.3.6 Social Welfare and Community Development

Key issues

City wide data on the level, quality and usage of community services is difficult to obtain. There are still historical disparities, with many services concentrated in the northern suburbs.

Poor residential areas need social facilities to promote civic life – sports and recreation areas, parks with grass and trees, properly maintained. Where they are established, they should be safe for women and children.

Community facilities tend to address traditional male needs for sport and recreation, like soccer or rugby. Generally there is less investment in facilities for activities commonly associated with women and girls such as netball or dance.

Key targets

The SADC Gender Protocol requires that by 2015 all signatories conduct time use studies and adopt Policy measures to ease the burden of the multiple roles played by women. It also requires that by 2015 member states develop and implement Policies and Programmes to ensure the appropriate recognition, of the work carried out by care givers, the majority of whom are women; the allocation of resources and psychological support for care-givers as well as promote the involvement of men in the care and support of People Living with Aids.

Strategies

- ✓ Increase interventions targeting the quality of life and status of women directly, such as victim empowerment Programmes, shelters for abused women and their children, adult literacy and skills development Programmes, Programmes for women with disabilities, support Programmes for girls and grandmothers looking after AIDS orphans.
- ✓ Develop new interventions to relieve the care giving responsibilities of women and girls. For example safe playgrounds, orphan care, support Programmes for people with disabilities or living with HIV/AIDS, and early childhood development Programmes.
- ✓ Examine critically the gender biases in services such as sport and recreation.
- ✓ Disaggregate the benefits from the Social Package Policy according to gender.
- ✓ Regular updating of the database of female/child headed household.
- ✓ Link residents of the City and increase their access to the provincial Social Grants Programme (10% increase of identified female-headed households).
- ✓ Maintain the access of women and girl headed households to the Vulnerable Household Support Programme.
- ✓ Conduct a gender review of the City's indigent Policy.

13.4 Local Economic Development and Economic Empowerment

13.4.1 Tenders and Procurement

Key issues

Local Government procures a range of services from a variety of contractors from catering to construction. Local Government as a client can play a role in promoting businesses that are owned by women and which employ women. Although there is some bias towards women in Procurement Procedures there are no specific targets set.

Key targets

The SADC Gender Protocol requires that by 2015, in line with the affirmative action provisions of Article 5, member states introduce measures to ensure that women benefit equally from economic opportunities, including through public procurement process.

Strategies

- ✓ Ensure that 25 percent of all procurement contracts in non-traditional areas are granted to women and youth. Non-traditional areas include but are not limited to IT, construction and beautification of the City.
- ✓ Develop systems and mechanisms to identify women involved in the informal economy and SMME level.
- ✓ Create a data registration for SMMEs and traders in the informal sector.
- ✓ Put in place a Programme to capacitate women running SMMEs to successfully tender for City Projects.
- ✓ Strengthen links with entrepreneurial institutions to benefit women entrepreneurs.
- ✓ Make available funding for women entrepreneurs through a Community Development Bank to improve their capacity to apply for and deliver on tenders.
- ✓ Develop a Programme for women in the informal sector to enable them to participate in mainstream economy.
- ✓ Review the procedures of the payment system for specifically SMMEs and cooperatives as the current procedures disempower women.
- ✓ Disaggregate data on the Expanded Public Works Programme.
- ✓ Monitor procurement trends and patterns of the City, with a focus on gender.
- ✓ Develop a strategy for women's access to credit/capital.
- ✓ Develop a women business owner supplier database for the City.
- ✓ Review (with the goal to increase) the tender point system for the women category.
- ✓ Regular reporting on the awarding of contracts to women business owners and suppliers of services.

13.5 Flagship Programmes

The CoJ shall select cross cutting flagships from their year calendar to advance gender mainstreaming such as:

13.5.1 Gender Based Violence

Key issues

Women are the main victims of domestic violence and sexual offences. Municipalities are responsible for street lighting which has safety implications for all but in particular women and girls.

Crime has made Jo'burg notorious throughout the world as 'unsafe'. It is a perception that affects everyone's lives. Lack of policing, however, affects mostly those who live in poor communities – where street violence and intimate family violence are rife.

Yet, to quote van Donk: "Given the high levels of gender-based and sexual violence in the public and private domain in CoJ it is outstanding that women's safety is not a key consideration in the City-wide safety strategy that is being formulated." Her study on women in CoJ notes that it is generally accepted that gender violence is under reported. Research suggests that:

- ✓ The majority of rapes occur between 6-10 pm from Friday to Sunday.
- ✓ One third took place in the assailant's home; 25 % in open ground; and 17 % in the home of the victim survivor.
- ✓ Women in townships, followed by women in the inner City are most at risk (Palmary, Raunch and Simpson 2003).
- ✓ A study on women in inner City Johannesburg conducted in 2000 found that women in the inner City experience a continuum of coercive sexual behaviours, ranging from sexual harassment to rape (Vetten and Dladla).
- ✓ Women who have been abused have expressed a general dissatisfaction with services related to negative attitudes of public sector officials or poor standards of treatment.
- ✓ Women have identified the need for more shelters for women and children, more and more varied counseling services and extension of clinics and counseling services.
- ✓ A particular concern raised by women relates to their safety on public transport facilities like bus and taxi ranks.
- ✓ Women have identified the need for more visible policing on the streets of Johannesburg.

Particular categories of women in CoJ are especially vulnerable to gender violence. These include:

- ✓ Women with disability: There are more women than men with disability in Johannesburg. Depending on the nature of the disability, women are likely to require specific measures in relation to the design of housing, transport, places of work and public spaces. Targeted measures for information

dissemination such as brochures in Braille or the use of community radio stations also need to be considered. Anti discrimination measures such as employment equity need to be adhered to.

- ✓ Sex workers: In 2000, it was estimated that there were between 5000 and 10 000 sex workers in Hillbrow. The majority of these come from rural areas in South Africa. A study in Region 9 has shown that there are a growing number of girls who drop out of school and engage in sex work. Common causes cited included poverty, unemployment, violence against women and children. The study shows that victimisation by the police, criminal justice system and health service providers are a common experience of sex workers.

Targets

The SADC Gender Protocol provides that by 2015 members shall adopt integrated approaches, including institutional cross sector structures, with the aim of reducing current levels of gender based violence by half by 2015.

Strategies

- ✓ Develop departmental Programmes on Gender Based Violence.
- ✓ Devise a Citywide awareness campaign on Sexual Harassment as a form of gender violence and include mechanisms already in place to assist those who experience sexual harassment.
- ✓ Disseminate the 365 Days of No Violence against Women and Children CoJ comprehensive plan to all residents.
- ✓ Conscientise CoJ personnel and the public as part of the public participation platforms.
- ✓ Ensure availability of information on Gender Based Violence.
- ✓ Create a resource book on Gender Based Violence.
- ✓ Raise more awareness around Gender Based Violence.
- ✓ JOSHCO and Community Development to form partnerships with service providers to address rape and domestic violence, arrange counselling and testing for those affected.
- ✓ Develop and popularise a referral system to the services available in the City.

13.5.2 Educare

Key issues

Another proposed flagship project for the City is early childhood development Programmes. These reduce the burden of care on parents and especially on women. They are also important for the development of children.

Data on the number of children attending early childhood development facilities in the City is not available. Best data suggest that only one in ten children in the City is enrolled in pre-school; in African communities this may be as low as one in 25.

Targets

The SADC Gender Protocol provides that by 2015 signatories shall have adopted and implemented gender sensitive educational Policies and Programmes addressing gender stereotypes in education and gender based violence.

Strategies

- ✓ Facilitate the awareness of parental responsibilities for both men and women.
- ✓ Establish a crèche for the children of the Councillors and employees of the CoJ by 2014.
- ✓ Conduct a needs assessment in the organization regarding the provision of childcare facilities.
- ✓ Community Development together with JHB Property, Housing and Economic Development will identify a possible building for the Child Care Centre.

13.5.3 Take a girl child to work

- ✓ The CoJ shall expand the campaign to include boy children.
- ✓ All Departments to ensure that they host a minimum of three young people as part of the campaign.
- ✓ Design a formal and structured Programme for the “take a girl child (boy) to work” for the CoJ.
- ✓ Document the process and disseminate the products internally and externally via the website and other media.

13.6 Municipal Transformation and Organisational Development

Key issues

While there has been rapid progress in the achievement of gender representation in the City especially at senior level and within some Departments, there are still a number of heavily male dominated Departments and entities. Many of these have made a conscious effort to increase the representation of women.

Targets

The CoJ shall work to achieve the 50% women and 50% men in all Departments and at all levels in accordance with the City’s Employment Equity Plan, ahead of the 50% deadline in the SADC Protocol on Gender and Development by 2015.

13.6.1 Cross referencing the gender Policy with existing human resource Policies and bi-laws

Existing HR Policies and By-Laws that are gender neutral or gender blind shall be strengthened to ensure that their specific relevance for ensuring equality between women and men is specified.

13.6.2 Selection/ recruitment to ensure equal employment of women and men

Relevant Policies including the Employment Equity, Selection and Recruitment, and Job Evaluation Policies shall redress gender imbalances through:

- ✓ Setting specific targets in EE departmental plans for designated groups, women and people with disabilities, depending on the analysis of the status of designated groups.
- ✓ Canvassing of the EE plan.
- ✓ An EE statement in job advertisements where applicable.
- ✓ Linking recruitment strategies to the skills development Programmes.
- ✓ Ensuring that EE representatives are part of the initial short listing process to ensure that targets are clear and addressed clearly as part of the internal review panel.
- ✓ Ensuring that recruitment panels are gender balanced and that questions posed are gender sensitive.
- ✓ Ensuring equal pay for work of equal value in job evaluation processes.

13.6.3 Skills development

A gender responsive skills development and capacity building Programme has a critical role to play in supporting the goals contained in amongst others the Employment Equity Policy and this Gender Policy. A skills Programme will also enhance the Organisation's ability to improve women's representation across occupational categories throughout as well as enhance their ability to fully participate once in decision-making levels.

Strategies

- ✓ Review the relevant Policy on internships in terms of duration.
- ✓ Mainstream gender into all skills development Programmes to ensure that they cater for women and men equally.
- ✓ Disaggregate the data on those who participate in the Skills Hub Programme.
- ✓ Provide regular progress reports on the CoJ's skills development Programme.
- ✓ Continue the roll-out of the IT Hubs in the City.
- ✓ Gender disaggregated information on access, use and resourcing of these skills development Programmes.
- ✓ Design M&E tools to measure and monitor impact of skills development Programmes.

13.6.4 Personal growth and development to ensure equal representation at all levels

Relevant Policies including career pathing, talent acquisition, human resource development, training and development, retention and succession planning shall redress gender imbalances through

- ✓ Developing a framework to assist Departments in planning how to close gender gaps making use of these personal growth and development tools.
- ✓ Developing effective retention strategies.
- ✓ Aligning job rotation plan to succession planning.
- ✓ Establishing a Leadership Development Academy with quotas for women that will ensure gender balance by 2015.

13.6.5 Family friendly and supportive work environment

Relevant Policies including conditions of service, flexi time and sexual harassment shall be reviewed to:

- ✓ Provide for and sensitise male employees about paternity leave.
- ✓ Ensure that the Policy on maternity and paternity leave is gender responsive.
- ✓ Support the development of women's and men's forums in Departments and MEs.
- ✓ Ensure that women are better able to juggle their dual responsibilities at home and in the workplace so that they can grow and advance in their work.
- ✓ Strengthen implementation of the sexual harassment Policies including support services for the victim, record keeping, effective responses, duration of the processes and consequences for both the alleged perpetrator and survivor.
- ✓ Train all officials of Council including the regions on the Sexual Harassment Policy.

13.7 Gender Management System

Key issues

While the City of Johannesburg has a gender manager and political champions, structures are yet to be formalised across the entire institution accompanied by monitoring and evaluation and other management tools.

Key targets

The SADC Gender Protocol provides that by 2015: member states shall:

- ✓ Develop monitoring and evaluation systems and plans setting out targets, indicators and time frames based on this Protocol.
- ✓ Collect and analyse baseline data against which progress in achieving targets.

- ✓ State Parties shall ensure gender sensitive budgets and planning, including designating the necessary resources towards initiatives aimed at empowering women and girls.
- ✓ State Parties shall mobilise and allocate the necessary human, technical and financial resources for the successful implementation of this Protocol.

14. IMPLEMENTATION OF THE GENDER POLICY

Primary responsibility for implementing the Gender Policy will lie with the Executive Management Team, Core Departments and MEs and GFPs to ensure that this is implemented. These role-players shall:

- ✓ Provide strategic direction for gender mainstreaming within Departments.
- ✓ Ensure that gender KPIs are developed and integrated into key departmental Programmes and Projects as well as the departmental scorecard.
- ✓ Monitor progress and report quarterly on the implementation of the gender mainstreaming Policy. On issues of gender mainstreaming, the GFPs will report directly to the departmental accounting officer.
- ✓ Facilitate the training and capacity building of all departmental employees on gender mainstreaming.

14.1 Roles and Responsibilities of Municipalities and other stakeholders

STAKEHOLDER	RESPONSIBILITY
Government National and Provincial Departments Local Government (all Municipalities) Ministry of Women, Children and People with Disabilities Special national bodies: South African Local Government Authority (SALGA), Commission for Gender Equality (CGE)	<ul style="list-style-type: none"> ✓ Alignment of Policies with global, continental, regional and national gender instruments and Policies. ✓ Inter-governmental forums to coordinate on the implementation of gender mainstreaming. ✓ Implementation of gender transformative Programmes. ✓ Sharing of best practices on gender mainstreaming. ✓ Reporting, monitoring and evaluation.
Civil Society: Organisations, Non-Governmental Organisations Community-Based	<ul style="list-style-type: none"> ✓ Partnership building to assist gender mainstreaming implementation efforts. ✓ Sharing of best practices on gender mainstreaming. ✓ Skills transfer ✓ Gender training ✓ Advocacy and Lobbying Initiatives ✓ Collaboration on gender research initiatives.
Private Sector	<ul style="list-style-type: none"> ✓ Sharing of best practices on gender mainstreaming. ✓ Funding support for gender Programmes and activities. ✓ Creation of skills transfer opportunities.

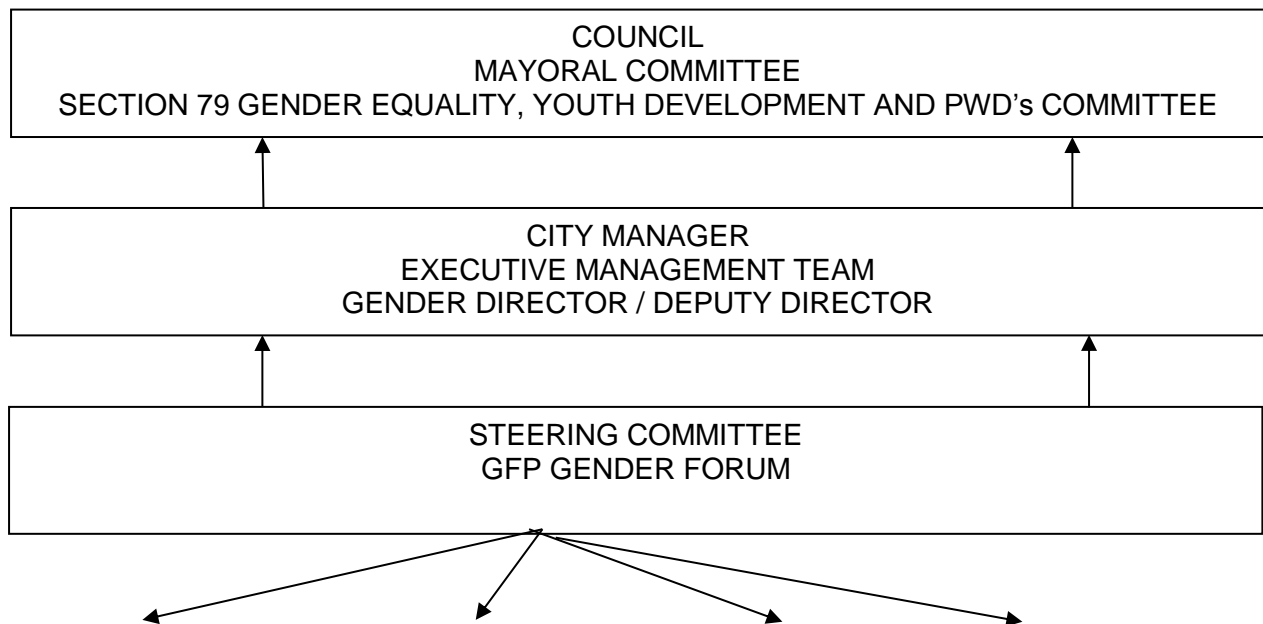
14.2 Institutional Structures

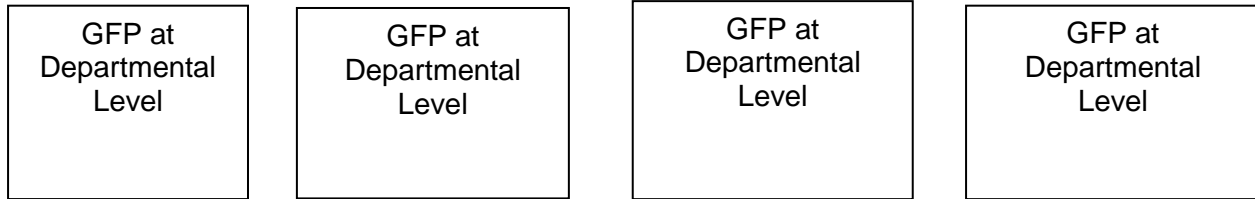
The following package of structures is proposed to ensure that gender mainstreaming has the political muscle that it requires and is cemented in all the administration's area of work.

Designation	Location	Responsibility
<p>Gender Equality Committee</p>	CoJ Council	This Section 79 committee would provide political oversight to the task of gender mainstreaming. It would consist of male and female councillors.
<p>Speaker of Council</p> <p>As the chairperson of the City Council, the Speaker is the promoter and protector of democracy, facilitating debate and arrival at consensus within the Standing Rules of Council and ensuring ethical conduct by Councillors. Following the high-level restructuring of the City in 2006, which separated the executive and legislative roles of the mayoral committee and the council, the Speaker is also the head of the legislative arm of the Council.</p>	Legislature	<ul style="list-style-type: none"> ✓ Oversight role on the implementation of the gender Programme. ✓ Ensure participation and awareness of the gender Programme by the broad community. ✓ Ensure that both women and men actively participate in public participation forums. ✓ Ensure that public participation create space for gender issues.
<p>City Manager and the Executive Management Team</p> <p>The Office of the City Manager is primarily responsible for strategy and Policy, strategic research, integrated development planning, performance management and reporting, and high-level co-ordination of municipal entity</p>		<ul style="list-style-type: none"> ✓ Provide strategic leadership to gender transformation. ✓ Enable and support the implementation of the City's gender action plan. ✓ Integrate gender imperatives into the planning, budget, reporting and evaluation cycles of the City. ✓ Ensure that gender KPIs are developed and integrated into key departmental Programmes and Projects as well as the departmental scorecard. ✓ Monitor progress and report quarterly on the implementation of the gender mainstreaming Policy. ✓ Facilitate the training and capacity building

Designation	Location	Responsibility
oversight.		of all departmental employees on gender mainstreaming.
<p>Gender Mainstreaming Programme Manager/Officer</p> <p>The gender manager shall be appointed at sufficiently senior level to be able to access management. Gender should be written into the performance agreements of all senior managers. Gender mainstreaming should be included in the CoJ growth and development strategy, integrated development plan and service delivery budget implementation plan.</p>	Group Corporate and Shared Services	<ul style="list-style-type: none"> ✓ Coordinate the gender focal points in each of the Departments and facilitate a municipal gender forum. ✓ Ensure that gender issues are routinely considered in planning including the IDP. ✓ Ensure that gender KPIs are developed and incorporated into all departmental scorecards. ✓ Ensure that gender disaggregated data is kept and used for monitoring and evaluation. ✓ Advise and brief the City Manager on all matters pertaining to the empowerment of women. ✓ Work with civil society and community structures. ✓ Facilitate training in gender analysis. ✓ Initiate and promote cross sector action on issues such as violence against women and HIV/AIDS.
<p>Gender Focal Points:</p> <p>Shall be appointed in each of the key Departments, at a sufficiently senior level to influence decision-making. Gender would form part of their job descriptions</p>	EDs and MDs office	<ul style="list-style-type: none"> ✓ Identify the gender issues in their area of work. ✓ Devise an action plan and indicators. ✓ Coordinate departmental actions on the Gender Policy and Implementation Plan.
<p>GFP Gender Forum</p> <p>Shall consist of all of Gender Focal Points who will attend in their capacity as representatives of Departments and MEs.</p>		<ul style="list-style-type: none"> ✓ Conduct a structured discussion of Policy matters relating to gender equality for purpose of developing common understanding and commitment among department son gender equality. ✓ Support the implementation of the Gender Mainstreaming Programme, Gender Policy and its Implementation Plan. ✓ Localise the implementation of the gender Programme. ✓ Enable Departments and MEs to actively participate, support and fully contribute to the effective implementation of the GMP. ✓ Create opportunities for the increased participation of men and women in the

Designation	Location	Responsibility
		planning, decision-making processes in the workplace and communities. ✓ Enable communication across Departments and MEs about gender developments in the City. ✓ Strengthen the Gender Management System in the City.
Steering committee		A Steering Committee comprising Gender Focal Points, senior managers from Corporate and Shared Services, Community Development, Secretary to the Council MEs, Group Governance and Organised Labour shall be established to manage implementation of the gender Policy and its Programme of Action. The Committee shall include Executive and Managing Directors on a rotational basis.





14.3 GMS Mechanisms

14.3.1 Gender data, indicators, targets, monitoring and evaluation

All data shall be disaggregated by gender (employment, customer surveys, service delivery etc). Attached at *Annex A* is a list of gender indicators in all the different areas in which gender mainstreaming needs to take place. Each department shall use this checklist to come up with at least three gender indicators that will be integrated into the City scorecard. The indicators will be reviewed from time to time as targets are met and new targets set.

- ✓ Gender indicators are reflected in the IDP; City Managers Score Card and in the PA's of all senior managers.
- ✓ A Gender Handbook inclusive of the key gender deliverables such as Gender Policy, Sexual Harassment Policy, and details of procedures is developed and disseminated to all staff.
- ✓ All City employees to undergo on-the-job gender training at different levels and tailored to their functions.
- ✓ All institutional arrangements, especially those relating to reporting are clarified (throughout the City Gender Structure) as far as the political and the administration processes.

14.3.2 Gender analysis of the budget

Budget allocations shall be analysed in terms of the extent to which a) women are able to benefit equally and meaningfully from the resources allocated to mainstream Projects and b) the extent to which these Projects help to redress gender imbalances, for example through promoting access by women to non traditional areas of work. Gender budgeting refers not only to expenditures earmarked for women; but also to an analysis of the entire budget from a gender perspective.

14.3.3 Analytical capacity

The Group Human Capital Management Department shall undertake a needs assessment for gender training. All those who form part of the GMS must undergo training. Senior managers and chairs of portfolio committee may require shorter, more targeted training. Gender awareness training and events shall be conducted from time to time for the entire Organisation.

14.3.4 Monitoring and evaluation

- ✓ GFPs shall submit quarterly reports to the Executive Management Team (EMT) gender manager, steering committees and Gender Equality Committee.
- ✓ The City Manager shall produce and analyse the information for the annual gender report that will inform annual planning in all Departments and the budget.
- ✓ Reports shall identify barriers and key strategic interventions for the upcoming year and these will be linked to the Growth Development Strategy and the Integrated Development Plan.
- ✓ Ensure that sex disaggregated data is gathered in all Programmes and Projects and analysed annually and included in an annual report.
- ✓ The Gender Committee will meet four times a year

14.3.5 Non-Compliance

Gender shall form a cross cutting KPI in all directorates. Non-compliance with the implementation of this Policy, gender mainstreaming Programme and plans and Strategies resulting in the CoJ being in contravention of all the related and applicable legislation, as mentioned above, shall be reported to the City Manager, who will call upon the relevant Department to account and request that a redress strategy be put in place with specific deliverables.

Annexure A – Summary of Key Performance Indicators

SUMMARY OF INDICATORS

Governance

Representation

- ✓ Percentage of eligible women and men registered as voters.
- ✓ Percentage of all candidates in the most recent elections who were women (ward and PR seats).
- ✓ Percentage of seats held by women in council.
- ✓ Percentage of women chairing municipal portfolio committees.

Participation

- ✓ Percentage of women and men in ward councils.
- ✓ Percentage of women and men in leadership positions in ward councils.
- ✓ Extent to which women participate effectively.
- ✓ Measures taken to encourage more active participation by women.
- ✓ Participation by women and men in public events.
- ✓ The number of public events as part of the City endeavour to deepen democracy and citizenship participation that have a specific focus on promoting gender equality.

E-governance

- ✓ Gender disaggregated data on e-governance strategy and awareness campaign.

Gender-specific Programmes

General

- ✓ Are there gender-specific Projects in the CoJ?
- ✓ How were these chosen?
- ✓ What specific benefits do they provide?
- ✓ Is there a danger that they could become an excuse for not mainstreaming gender?

Service delivery- Integrated Development Plans

General

- ✓ Have women and men been consulted equally in the IDP process.
- ✓ Percentage of members of the IDP Steering Committee or Representative Forum who are women.
- ✓ Percentage of the members of the team preparing the IDP who are women.
- ✓ Is there a common agreement on how gender is to be defined and used in the IDP?
- ✓ Do the strategic objectives of the Municipality explicitly mention gender?
- ✓ Do the terms of reference of the baseline study include a focus on gender?
- ✓ Is the data in the baseline survey differentiated by gender as much as the data available allows?
- ✓ Has information been collected from women about their constraints, opportunities, incentives and needs?
- ✓ Are gender indicators included in the IDP?
- ✓ Do all Programmes in the IDP include gender equity considerations?

- ✓ Are all Line Departments required to include gender equity considerations in their business plans?
- ✓ Is data on client satisfaction disaggregated by gender?

Housing

- ✓ Do housing Policies ensure access on equal terms for women without partners?
- ✓ What proportion of women/men own houses?
- ✓ Number of hostel units converted to family units.
- ✓ Conditions of women in male only hostels.
- ✓ Gender disaggregated data on title deeds.
- ✓ Gender disaggregated data on upgrading of informal settlements

Transport

- ✓ Ratio of drivers' licenses issued to women relative to men.
- ✓ Does the Municipality monitor the usage pattern of public transport by men and women?

Health

- ✓ Distance to health facility.
- ✓ Average number of visits to a primary health care facility per person per year disaggregated by gender.
- ✓ Maternal mortality ratio per 100 000 per annum.
- ✓ Prevalence of underweight under five year old boys and girls per 100 000.
- ✓ Infant mortality rate of boys and girls per 100 000.
- ✓ Use of contraceptives among women and men.
- ✓ Number of monthly pap smears; percentage adequate pap smears.

HIV/AIDS

- ✓ Proportion of women and men who go for VTC.
- ✓ To the extent there are gender gaps, efforts made to redress these.
- ✓ Percentage women and men availing themselves of condoms.
- ✓ Percentage availability of female condoms at clinics.
- ✓ Availability of PEP at all health facilities and information campaigns surrounding this.
- ✓ Percentage women and men benefiting from ARV roll out.
- ✓ Support for caregivers.

Environmental health

- ✓ Extent to which women's unwaged work is relied on where there are no facilities.

Social development

- ✓ Proportion/ budget allocations for sports and recreation facilities that are used primarily by men versus those used by women.
- ✓ Number of Programmes to challenge gender stereotypes in sports.
- ✓ Gender, age disaggregated data on use of existing facilities, e.g. retirement centres, community centres, libraries
- ✓ Percentage women/men, boys/girls participating in campaigns on scientific and technological awareness.
- ✓ City support for places of safety; number of centres established.

Safety and security: Gender violence flagship

- ✓ CoJ action plan on combating gender violence.

- ✓ Gender disaggregated data on emergency calls.
- ✓ Number of reported cases of domestic violence.
- ✓ Number of reported cases of sexual assault and rape.
- ✓ Percentage of road length lit by street lighting.
- ✓ High profile campaigns on gender violence and their impact.
- ✓ Gender disaggregated data on victim empowerment and prevention Programmes.

Mainstreaming gender into existing Programmes

The economy and job creation

- ✓ Percentage women and men employed and in what job categories?
- ✓ Percentage women and men benefiting from the roll out of informal trading facilities throughout the inner City.
- ✓ Percentage women and men benefiting from growth in the tourism industry.

Procurement

- ✓ Do procurement Policies set points for gender for contracts allocated by the Municipality?
- ✓ Proportion of contract value given to firms with at least thirty percent women ownership and who employ at least thirty percent women.
- ✓ Are targets set for participation by women's business?

Employment practices and environment

CATEGORY	No of women	%	No of men	%
Director				
Senior Management				
Professional				
Secretarial/ clerical				

- ✓ How many women and men are currently employed in each job and grade?
- ✓ Does the pattern of male and female employment indicate there are areas of 'women's work' and of 'men's work'?
- ✓ Why do divisions exist, if they do? Is it because of the work involved? Is it because of tradition? Is it because of low pay?

Selection, recruitment

ISSUE	GENDER QUESTIONS
Policy	Is there an affirmative action Policy in line with the Employment Equity Act? What does it say with regard to gender?
Recruitment	How are jobs advertised? What efforts are made to encourage women to apply? Are data banks of possible women applicants kept?
Selection	Are interview panels gender balanced? What kind of questions is asked?
Job description/ per agreement	Is the responsibility for promoting gender equality in all Policies, Programmes and Projects written into these documents?

ISSUE	GENDER QUESTIONS
Qualifications	What relevant qualifications are held by women and men in each job and grade? Are those with equal qualifications in the same grade? And could it be established that women with equal qualifications are in proportionately lower graded jobs than men? What is the Organisation doing to encourage women to upgrade qualifications? What does the Organisation do to encourage people to upgrade their qualifications? Why are there differences? Is it because of assumptions about women not wanting to take responsibility, or because she might leave to have a family etc?

Career pathing

Age	What is the age distribution of women and men in each job and grade? Are the ages of personnel related to the numbers of years and experience of staff? Why are there age differentials? Is it because men are promoted at a younger age than women?
Training and development	What special efforts are made to provide training for women to bridge the gender gap? Is gender training provided, and if so, in what form? How many women and men attend training courses at your expense or at their expense? Are these courses relevant to their work and will they add value to the work of the Organisation? What grades are the trainees? Is there a difference between the numbers of women and men who attend courses? If so, does this mean that training needs of one or the other is not being attended to? If there is a difference in the attendance of women and men, why is this the case? Do courses meet the needs of women as opposed to men?
Promotion	How many women and men apply for promotion? How many women and men are in the potential pool? What are the success rates for each sex? Do women and men apply for promotion in the same numbers? What does the Organisation do to encourage people and women to apply for promotion? What are the criteria for selection? Why are there differences? Is it cultural? Is it perceptions? Is gender a consideration in promotion?
Full time versus part time work	How many women and men work part-time? In what jobs and grades are part-timers? For councillors, does the part-time nature of the work and remuneration, restrict who applies to become a candidate? Do part-timers feature more often in the lowest grades? What steps does the Organisation take to ensure that part-timers are not discriminated against in terms of benefits? If there is a difference in the grades, why is this the case?
Length of service	How long have women and men spent in each grade? Is there a difference? Where are women located in terms of age and grade? Does this indicate difference in the pattern of women and men's careers? Where are women located in terms of age and grade? Why is there a difference, and can we find instances of discrimination?

Working conditions and environment

Conditions of service	Are benefits for male and female employees equal? Are maternity and paternity leave provided for?
Sexual harassment	Is there a sexual harassment Policy? Has it ever been tested? What was the response?
Working and	Are employees required to work at night? What security provisions are made? Is

physical environment	there provision for flexi time? Does the job involve a significant amount of travel? Are there childcare facilities/provisions? Is there a Policy on sexual harassment? Is the use of sexist language banned?
Gender culture	Are women and men perceived as equals? How are women and men perceived? What roles are they perceived to be best suited to? Why are women and men seen to have different capacities and capabilities?
Retention	How many women and men leave the Organisation? What are their reasons? Does your Organisation have exit interviews? If there is unhappiness in the Organisation, does your Organisation seek to consult the staffs that remain? What is your Organisation doing about ways to retain trained staff? If more women than men are leaving, is this linked to domestic responsibilities, especially child care? Is this linked to the culture in the Organisation? Is it sympathetic to diversity?

Gender management system

- ✓ Do the performance contracts of the first three layers of management include responsibility for ensuring gender equity?
- ✓ Is gender disaggregated data kept?
- ✓ Does it form part of the monitoring and evaluation system?
- ✓ Is there adequate human and financial capacity for the collection, analysis and dissemination of gender-related statistics?

Capacity building

- ✓ Are gender awareness courses offered by the Municipality?
- ✓ Percentage of councillors who have received gender awareness training.
- ✓ Percentage of managers who have received gender awareness training.

Budget

- ✓ Share of expenditure explicitly targeted at promoting gender equality.
- ✓ Share of total expenditure devoted to municipal services regarded as a priority by women.
- ✓ Employment equity expenditure.
- ✓ Mainstreaming of gender within budget allocations.