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# Gender Mainstreaming: Sharing Perspectives and organisational learning from the CoJ

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# Presentation structure



- **Who are we? - The City's Profile**
- **Mandate for gender**
- **Why Gender Mainstreaming?**
- **The City's approach to GM**
  - **Institutional transformation**
  - **Service delivery & societal transformation**
- **Outstanding issues**



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# Why is this an important dialogue?



- There is still work to be done to ensure that the rights in the Bill of Rights in the Constitution really do become reality.
- Different organisations are at different stages of advancing gender equality – dialogues create opportunities to strengthen our own practice.
- Dialogues intended to shift us from the theoretical understanding of GM (vision, policy & strategy) to practical implementation.
- The continued existence of negative attitudes towards gender can hinder progress in this area – such platforms enables us to engage & challenge those.
- Gender work in organisations is still largely events driven.



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# The City's Profile – externally



- “Most powerful commercial centre on the African continent”
- 5 previously independent metropolitan areas merged in 2000 to form the current Joburg ‘unicity’.
- Divided into 7 regions – Region A to Region G.
- Population: approx 4 million. (f) 50.4% and (m) 49.6%
- Translates into 1,3 million households
- *Unemployment: 23,1%*
- *Literacy levels: 87,3%*



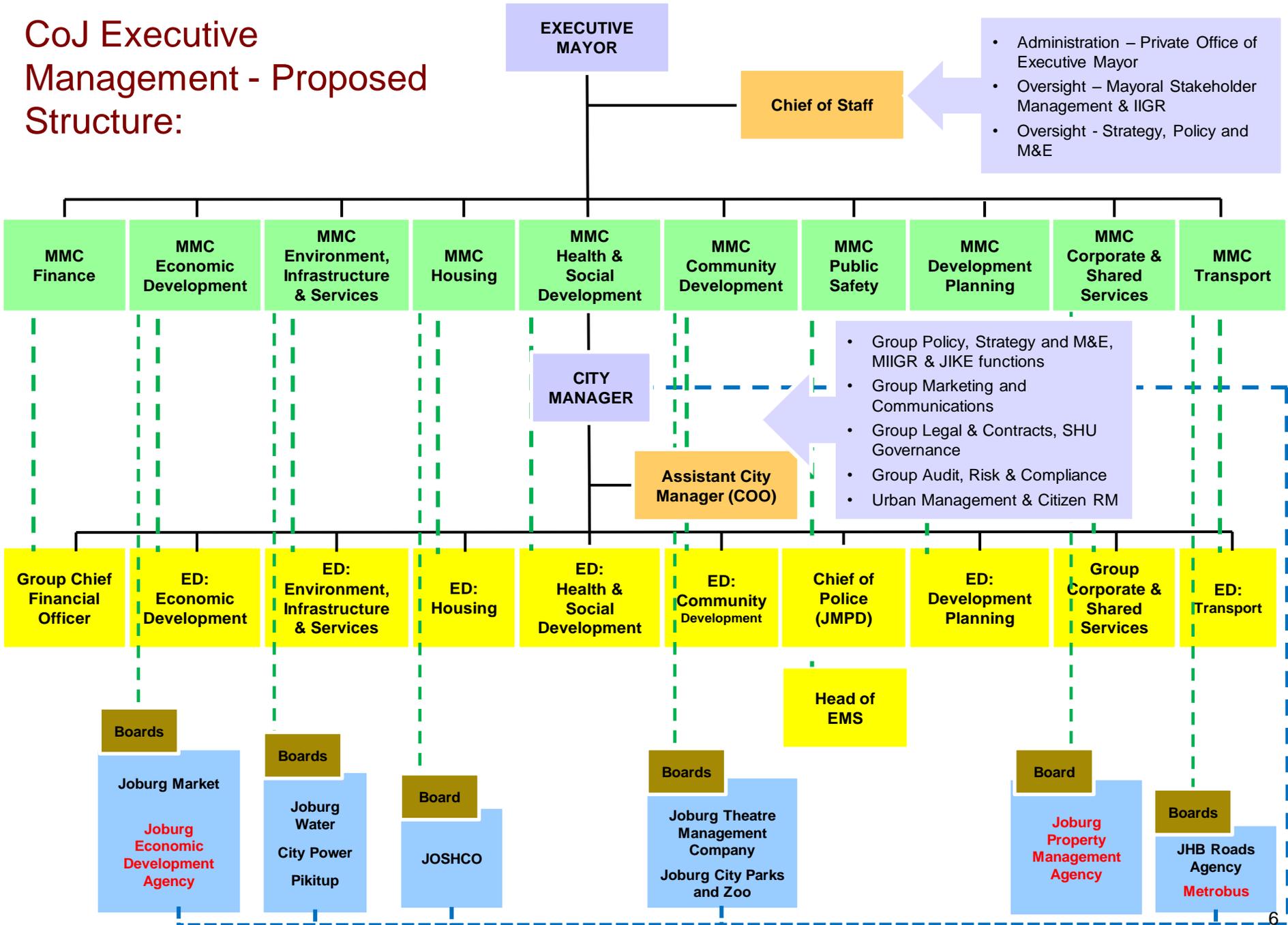
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# The City's Profile – internally



- The City's governance model separates the Legislative and Executive spheres.
- The Legislature is led by Speaker of Council, Madame Speaker, Cllr. Bapela.
- The Executive Mayor of the City Council is Cllr. Tau. He is assisted by the Mayoral Committee and they lead the Executive arm of the City of Johannesburg.
- The head of administration is the City Manager, Mr. Fowler.
- The City has Core Departments and Municipal Entities.
- The City's staff complement is over 30 000 employees.

# CoJ Executive Management - Proposed Structure:





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# The City's Gender Profile



- Mayoral Committee: 50/50% gender split
- The Speaker of Council : Cllr. Bapela
- Section 79 Comm Chairs: 50/50% (14) + Chair of Chairs: (f)
- Councillors: 260 = (f) 38% ; (m) 62%
- Staff complement: (f) 46% and 54% (m)
- Top and senior management:
  - Top management : **(f) 43%; (m) 57%**
  - Senior management: **(f) 36%; (m) 64%**



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# Where does the mandate originate?



## Institutionalising women's rights & gender equality - Legal, Strategic and Policy Frameworks for Gender Equality

SA Legislation & Policy Framework	Legislation	<ul style="list-style-type: none"><li>• Constitution (Act 108 of 1996)</li><li>• Employment Equity Act (1998)</li><li>• Equality Act (2000)</li><li>• Public Service Act (1994)</li></ul>
	Strategic Frameworks	<ul style="list-style-type: none"><li>• White Paper on the Transformation of the Public Services (1995)</li><li>• National Gender Policy Framework</li><li>• A Strategic Framework for Gender Equality within the Public Service</li></ul>



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# Where does the mandate originate?

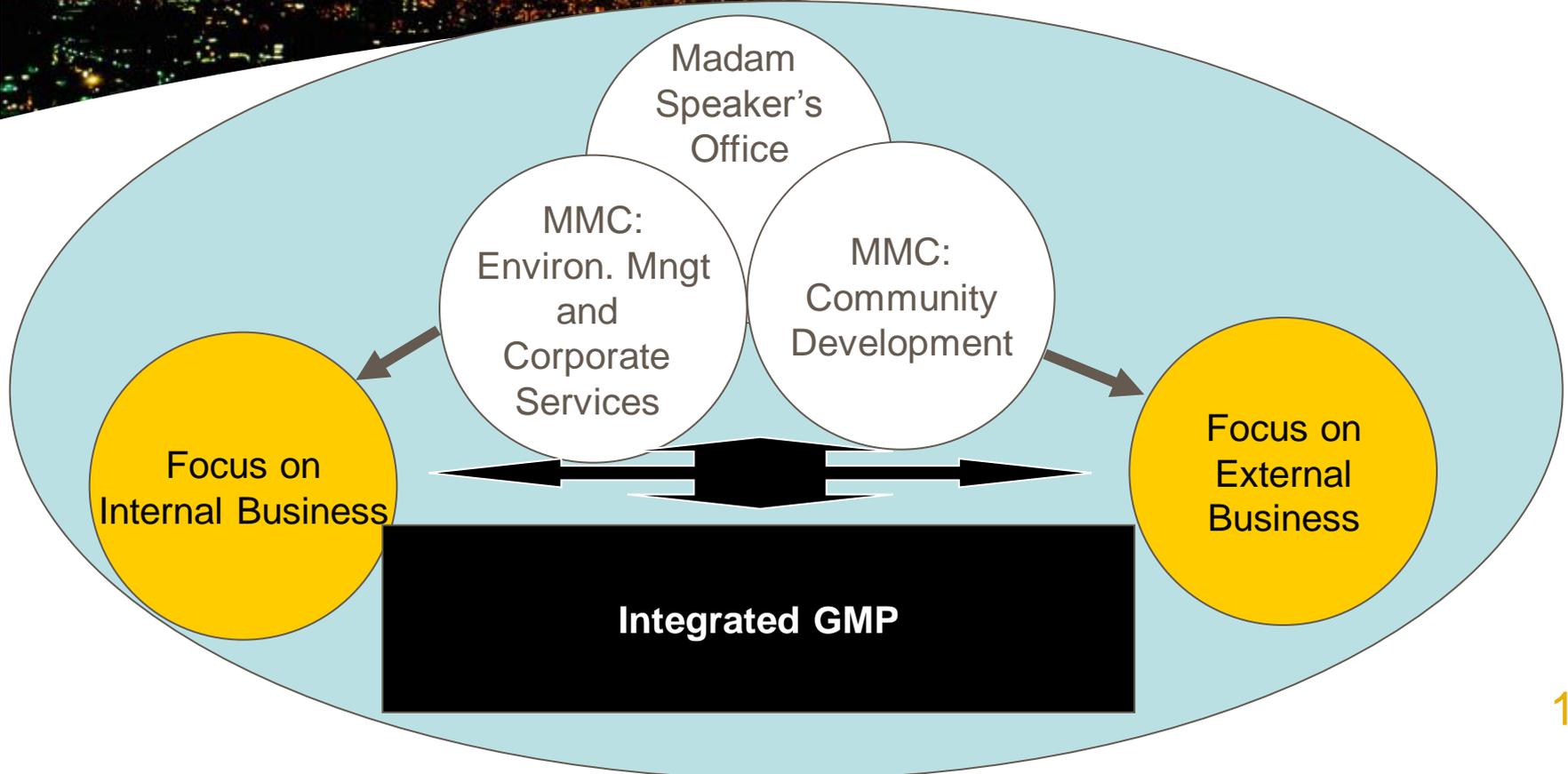


International & regional instruments	International instruments	<ul style="list-style-type: none"><li>• CEDAW (1979)</li><li>• Beijing Declaration and Platform for Action (1995)</li><li>• MDGs (2000)</li></ul>
	Regional instruments	<ul style="list-style-type: none"><li>• African Charter on Human and People's Rights (1981)</li><li>• SADC Protocol on Gender and Development (2008)</li></ul>
Provincial and Local Instruments		<ul style="list-style-type: none"><li>• The Gauteng Strategic Policy Framework on Gender Equality &amp; Women's Empowerment</li><li>• The Gender Policy Framework for Local Government (2008)</li></ul>



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# Source of mandate for GM in the City





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# Why Gender Mainstreaming?



- All policies and activities have a gender perspective or implication
- The City leadership needed to have a framework for mainstreaming gender equality
- More needed to be done to strengthen the gender initiatives of the City
- Important to explicitly locate the City within the bigger Legal and Policy Framework that exists in relation to gender equality
- The local government sphere has a huge role to play in giving "LIFE" to this extensive framework - its proximity to communities



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# City's approach to Gender Mainstreaming



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# The City's GM approach



- It needed to go beyond just being inward- / organisational looking
- The approach had to include a focus on how this mandate permeates into the service delivery agenda and mandate
- *Institutional transformation:*
  - concerns the range of administrative measures to ensure that the HR policies do not discriminate against women, directly or indirectly
  - creation of work environments that are family friendly & free of sexual harassment, amongst others
  - Re-orientation of the culture of the organisation



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# The City's GM approach

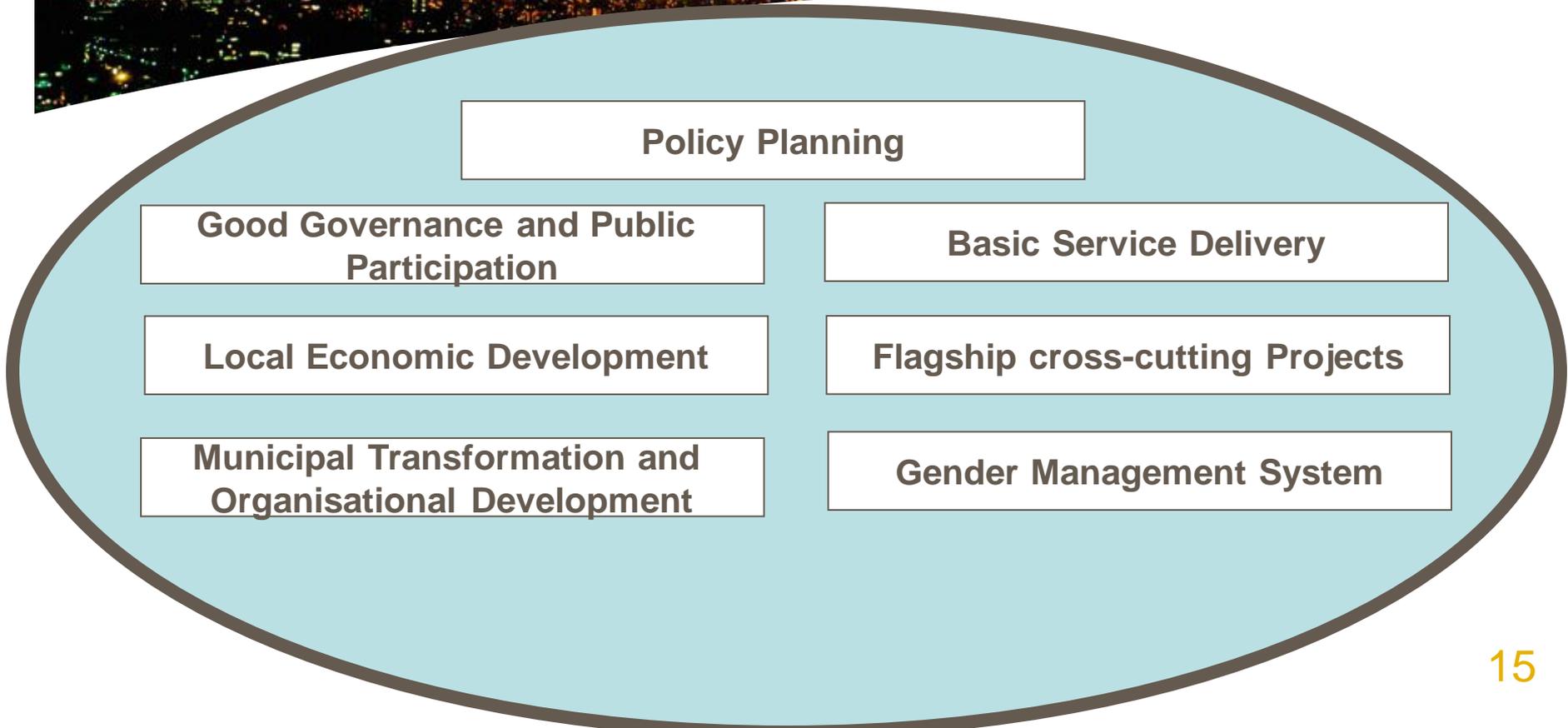


- *Service delivery and societal transformation*
  - concerns the operational procedures to be adopted to ensure that a gender perspective informs all stages of the service that the institution delivers, i.e. delivery of basic services



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# Areas for Gender Mainstreaming





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# Application of the GM areas

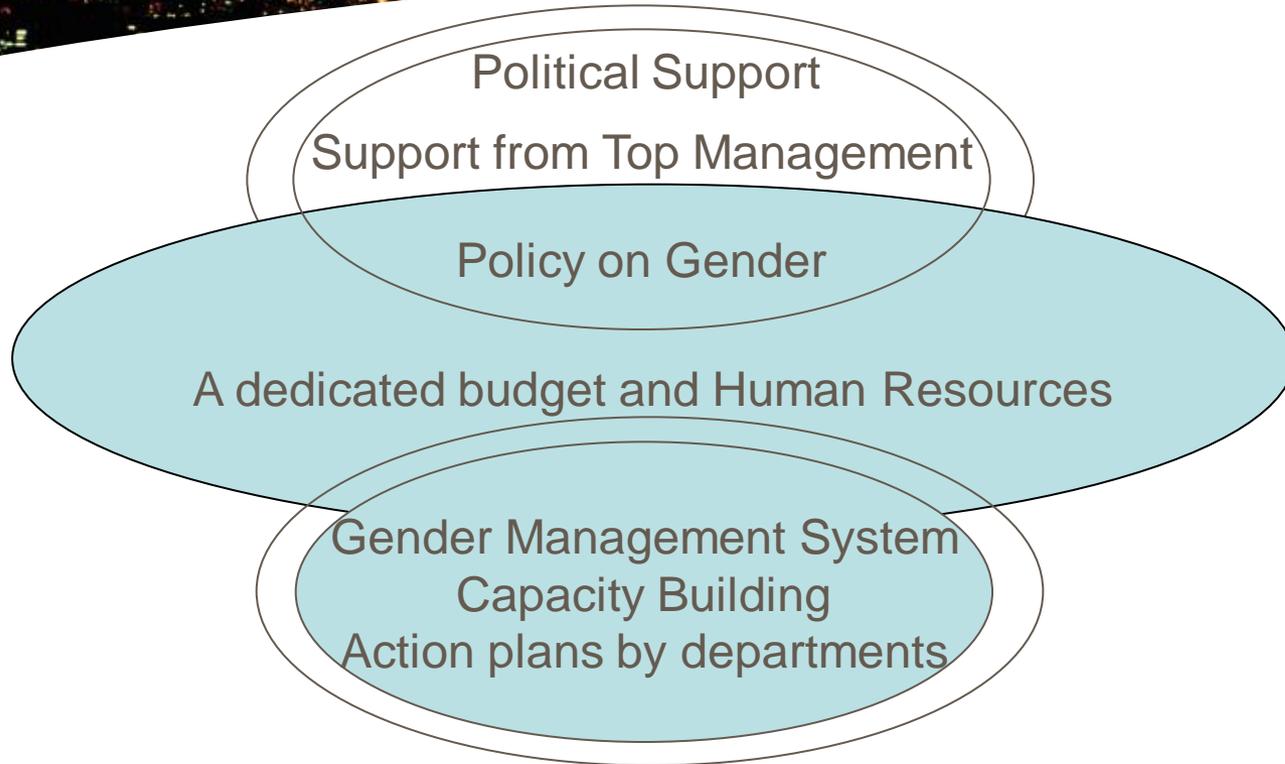


	External	Internal
1. Policy and Planning	X	X
2. Good governance & Public Participation	X	X
3. Basic Service Delivery	X	
4. Local Economic Development	X	
5. Flagship programmes	X	X
6. Municipal Transformation & Organisational Development		X
7. Gender Management System (GMS)	X	X



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# Critical considerations for Gender Mainstreaming



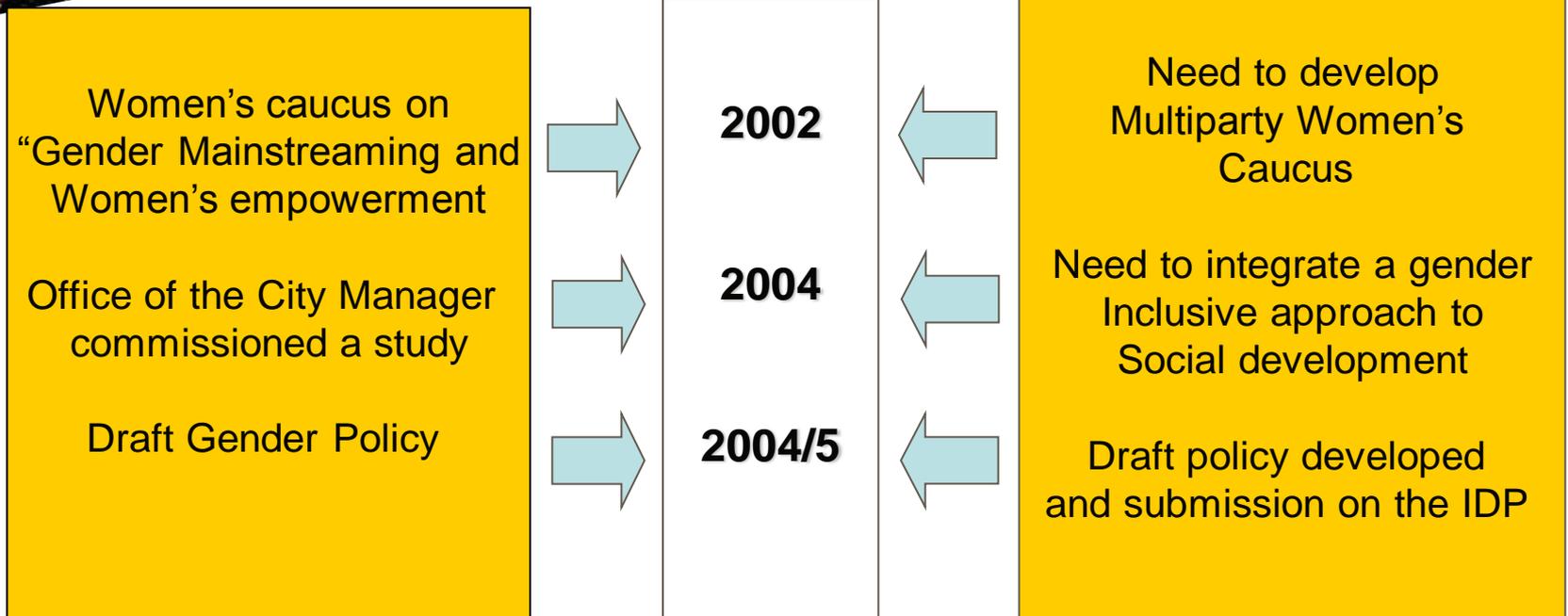


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# Institutional Transformation

# CoJ's Gender initiatives





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# Institutional Transformation



1. Gender study (2004) and gender situational analysis (2008) to map out the gender situation in the City of Joburg as an organisation

## *Some findings:*

- Keen gender awareness, but no Gender Policy
- Gender mainly cross-referenced with HR policies and the Human Development Strategy
- A number of heavily male dominated entities
- Greater clarity of race targets than gender targets (event-based)
- No gender capacity building - broad understanding of the concept
- An incomplete Gender Management System



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# Institutional Transformation



2. Developed a consolidated Gender Policy
3. Strengthened the cross-referencing of gender into HR policies
4. Established a Gender Desk - City Gender Focal Point
5. Established a Gender Management System
6. Gender Key Performance Indicators included in several scorecards
7. Capacity building on GM
8. Gender dialoguing platforms to educate on gender themes
9. Partnerships with relevant organisations in civil society



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# Institutional Transformation



## 10. Equitable representation – political sphere

- Mayoral Committee: 50/50% gender split
- The Speaker of Council : Cllr. Bapela
- Section 79 Comm Chairs: 50/50% (14) + Chair of Chairs: (f)
- Councillors: 260 = (f) 38% ; (m) 62%



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# Institutional Transformation



But there are additional questions that we also need to ask beyond the representation issues:

- What are the attitudes of women/men to women being in LG?
- How does this affect women who have political aspirations?
- What is the proportion of women/men in different areas of political decision-making?
- Do women participate actively in Council & management meetings in the City?
- What are some of the barriers to (women's) effective participation? How can these barriers be overcome?



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# Gender successes



- Achievements linked to Employment Equity - gender representation
- Ongoing implementation of the Women Development Strategy
- Adoption of the Sexual Harassment Policy
- Appointment of GFP for the City (2009)
- Gender study and Situational Analysis (2004 & 2008)
- GFP Gender Structure and Terms of Reference
- Gender Capacity Building initiatives
- Gender Awareness learning platforms



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# Service delivery & societal transformation

# Service delivery & societal transformation



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- This concerns the operational procedures that must be adopted to ensure that a gender perspective informs all stages of service delivery
- **GDS 2040**
  - GDS Outreach process
  - Human and Social Development Cluster
  - Outcome 1: Improved quality of life and development-driven resilience for all
  - Inequality, vulnerability, exclusion, security, education, health, social cohesion

# Service delivery & societal transformation



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## • IDP 2012 – 2016

- Medium term planning
- IDP Outreach Process – targeted stakeholder sessions, submissions from NGOs and City's women forum
- Human and Social Development Cluster

### *Some issues:*

- Support for women's business ventures –start-up, funding & aftercare support
- Skills Development
- Targeted intervention through City's procurement systems
- Establish ward based women's forum

# Service delivery & societal transformation



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- **Human Development Strategy**

- Provides a framework which articulates a human development perspective and addresses conditions such as those of poverty, inequality, social exclusion

Through the HDS, the City

- Commits itself to building and consolidating existing initiatives
- Builds prospects for social inclusion
- Safeguards and supports poor and vulnerable households

# Service delivery & societal transformation



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- **Women Development Strategy**

- City's target is to ensure 100% implementation of the WDS
- Includes gender KPIs
- Gender targets are linked to specific departments/ME's in line with their functional areas
- Gender disaggregated data is now routinely collected
- Quarterly reports to Mayoral Committee via EMT – accountability



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# Outstanding issues - internally



- Gender Policy must be tabled for approval soon
- Establishment of a fully-fledged Gender Unit
- Consolidation of the various 'gender' structures
- Organisational location of the Gender Desk
- Policy audit to continue so as to ensure all policies are gender aware
- Standardisation of gender-responsive budgeting - important for consistent resourcing of gender-related work
- Regularity of gender audits



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# Outstanding issues – externally



- Different sectors to talk about (visibility), but ultimately to DO more.
- Increased sharing of technical expertise.
- The 3 spheres of government must align and collaborate more on gender work and delivery
- Organisations like SALGA & CGE must be more visible at local government
- Strengthen both reporting and monitoring and evaluation mechanisms – accountability
- Advocate for progress regarding the Gender Equality Bill



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# So, what do I know for sure?



- Leadership support and visibility is a non-negotiable
- The mandate on GE, remains unfulfilled -
- The longer we take,
  - the more urgent the work becomes;
  - The less those we seek to serve, the less they trust and have faith in our messages and promises;
  - The harder it gets to change and shift mindsets, attitudes, perceptions that perpetuate patriarchy.
- This emphasises the need for the work in this area to be on-going and to be supported even more.



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Thank You