



# **Merafong City Local Municipality**

## **FRAMEWORK**

### **FOR**

## **GENDER, YOUTH & PERSONS WITH DISABILITIES (2019 - 2022 )**

## Abbreviations & Acronyms

CDW	Community Development Workers
CWP	Community Workers Programme
COGTA	Co-operative Governance and Traditional Affairs
DPLG	Department of Provincial Local Government
EE	Employment Equity
EPWP	Extended Public Work Programme
GEYODI	Gender, Youth and People with Disabilities
IDP	Integrated Development Planning
LGTAS	Local Government Turnaround Strategy
LED	Local Economic Development
LGYDF	Local Government Youth Development Framework
LYO	Local Youth Office
MFMA	Municipal Finance Management Act
MIG	Municipal Infrastructure Grant
MSA	Municipal Systems Act
SALGA	South African Local Government Association
SDBIPs	Service Delivery Business Implementation Plans
SMART	Simple, Measurable, Achievable, Realisable and Time-bound

SONA State of the Nation Address

NYC National Youth Commission

National Youth Development Agency

## **Definition of terms and concepts**

### **Advocacy:**

Campaign to win support of others in order to get a change in policy, legislation or programme

### **Affirmative Action:**

A commitment to create a state of equality by adopting and implementing deliberate measures that elevate the status of the disadvantaged group or individual.

### **Capacity Building:**

A process of equipping people with skills necessary to do a particular task efficiently

### **Community Development:**

Helping communities develop sustainable solutions. Help people define their problems and identify solutions or ways to address them

### **Community Mobilization:**

Bringing people together to identify, plan, and implement programmes and activities that meet their basic collective needs

### **Empowerment:**

A process of enhancing people's capacity to participate in their own development

### **Gender:**

Is an analytical concept that focuses on socially constructed roles, rights, power, needs, and responsibilities of women in relation to those for men

### **Gender and Community Development:**

The concept of gender and community development entails mainstreaming gender in community development activities and programmes geared towards empowering both women and men and applying affirmative action where it is required. It should be noted that in community development, different categories of people in society are considered. These include; women, youth, people with disabilities, children, elderly women and men

**Gender Blind:** Refers to policies and programmes which do not distinguish targets, participants or beneficiaries

### **Gender disaggregated data:**

Presentation of statistics or data by male/female classification

### **Gender Equity:**

Refers to creating fair opportunity and access to productive resources and social services for both men and women

### **Gender Equality:**

Absence of discrimination between men and women in terms of resource allocation, power,

opportunity, benefits or access to service, it means giving an equal visibility, empowerment and participation to both men and women in all spheres of public and private life.

**Gender Issues:**

Refers to concerns that arise when there is a felt sense of injustice arising as a result of gender roles and responsibilities.

**Gender Mainstreaming:**

A strategy for making the concerns and experiences of both women and men an integral part of the design, implementation monitoring and evaluation of policies, programmes and projects. It involves the re-organization, improvement, development and evaluation of policy processes so that a gender equality perspective is incorporated at all levels and at all stages of policy making.

**Gender Planning:**

Consists of developing and implementing specific measures and organizational arrangements for the promotion of gender equality, identifying how to incorporate gender concerns into activities and ensuring that adequate resources are earmarked.

**Gender Stereotyping:**

Held beliefs, practices and attitudes that males and females by virtue of their sex possess distinct traits and characteristics.

**Gender Violence:**

This refers to any act , omission or conduct by means of which physical, Sexual or mental suffering is inflicted directly or indirectly through threat, coercion, or any other means on any person with the purpose of intimidating, punishing, humiliating, maintaining sex stereotyped roles, undermining the security of a person self-respect or diminishing physical or mental capacities.

**Poverty:**

A multi-faceted phenomenon that includes inadequate income, deprivation of basic needs and rights, lack of access to productive assets, social infrastructure and markets.

**Poverty Alleviation:**

A process of ensuring that all people have sufficient productive resources and income in order to have sustainable livelihoods, access to and control over basic needs which include food, clothing, shelter and social services such as health, education, water and sanitation

**Social Development:**

Is concerned with empowerment of all people, men and women, young and old, with particular attention to those that are marginalized or excluded in order to help them develop their capacities and take up opportunities

**Social Transformation:**

Is defined as empowering communities to harness their potentials through skills development, cultural growth, labour productivity, and protection of their rights and freedoms particularly for the poor and vulnerable groups for sustainable and gender responsive development.

## **FOREWORD**

One of the major guiding principles in achieving the objectives of GYODI is people –centred development as provided for in the National Policy Framework. This principle implies the values of justice, sustainability, participation and inclusiveness which will be achieved through, among others, gender equality, youth empowerment, protection and promotion of the vulnerable groups, and participation of the citizenry in their own development.

The formulation of the Framework Plan on Gender, Youth, Children, and Persons with Disabilities, is a major contribution to the implementation of the people-centred principle in order to improve the lives of Merafong citizens.

The Framework is in line with the National Policy Frameworks for GYODI. Empowerment and Gender and has taken into consideration the various legal instruments and commitments made at international and regional levels such as The Strategic Framework on Gender and Women’s Economic Empowerment, the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW) adopted in 1979 by the UN General Assembly, the Beijing Platform for Action adopted in 1995, the UN Convention on the Rights of the Child adopted in 1989, the Local Government Youth Development Framework (LGYDF) that became effective in 2009 and expired in 2014, the African Youth Charter adopted in 2006 and the UN Convention on the Rights of Persons with Disabilities adopted the same year. Further the conceptualization of the Framework is based on the Integrated Development Planning that recognizes the significance of social development and human well-being for all and is in line with the Millennium Development Goals that promote human development as the key to sustaining social and economic development.

Lastly, I would like to confirm Merafong’ s commitment now than ever in collaborating with key stakeholders in its activities and programmes in order to improve the wellbeing of Merafong’s citizens

## **EXECUTIVE SUMMARY**

The Municipality has demonstrated deliberate commitment to develop policies and programs that facilitate the participation across a range of citizens in the advancement of the Merafong integration agenda. Gender mainstreaming and respect for women's rights as one of the fundamental principles that will govern the Local integration process. The process also emphasizes the role of women in socio-economic development and in business as a core issue to the effective cooperation and development of the Partner States.

The Framework clearly spells out that the Municipality shall closely cooperate in the field of social welfare with respect to among others, the development and adoption of a common approach towards the disadvantaged and marginalized groups, including children, the youth, the elderly and persons with disabilities through rehabilitation and provision of among others, foster social housing, health care, education and training. In addition, the framework also makes reference to collaboration by the relevant stakeholders in putting in place education and training programmes for people with special needs and other disadvantaged groups.

The Framework on Gender, Youth & Disability therefore complies with the National Development Plan. The strategic plan spells out key interventions in three distinct components namely gender, youth and persons with disabilities.

Under the gender thematic area, the Framework envisages to promote gender equality, equity and women and girls' empowerment as normative in the community by mainstreaming gender into all strategic interventions and sectors of the community, promoting women in socio-economic development and women in business and promoting the participation of the citizenry in the processes of the region. This will entail provision of an enabling policy and legislative framework for gender equality and equity, conducting relevant assessments on the status of gender equality in the Municipality and undertaking initiatives to promote economic security for women.

Under the component on youth, this framework intends to promote the socio economic and political development of the youth within the Merafong region. It targets the harmonisation of the Local Government Youth Development Framework (LGYDF) that became effective in 2009 and expired in 2014. Regional youth policy and legal frameworks, promotion of strategies for youth employment creation and mainstreaming youth issues regarding Tshepo 1 000 000 in the planning and budget processes of the West Rand Corridor alignment in key priority sectors of the West Rand which pursues mining, tourism, agriculture and agro-processing. The Framework provides for measures to facilitate capacity building of youths in vocational skills, ICT, e-commerce and other special tailored programmes.

The framework equally seeks to address a full range of issues and challenges affecting the persons living with disabilities. This Charter, founded on the principles enshrined in the 1955 Freedom Charter, informed, and continues to inform, the promotion and protection of the rights of persons with disabilities in South Africa. Across the world, as in Merafong, people with disabilities have poorer health outcomes, lower education achievements, less economic participation and higher rates of poverty than people without disabilities. This is partly because people with disabilities experience barriers in accessing services that many of us have long taken for granted, including health, education, employment, and transport as well as information. These difficulties are exacerbated in less advantaged communities. Therefore, this draft is in place to promote the inclusion of diversity of the people in the region in development and seeks to eliminate disparities in service provision and ensure services are available to all citizens with disabilities.

## 2.0 SITUATIONAL ANALYSIS

### 2.1 Overview

A number of instruments, declarations and protocols have been developed in the Community to address the issue of gender, youth, children, social protection and community development. While there has been notable progress on some of global, regional and national commitments in country, many others have lagged behind, given inadequate opportunities for economic and social mobility, ineffective and unaccountable institutions, and widespread social tensions and conflict.

In greater part of the region there is relatively low expenditure and investment in the above mentioned issues. There is also little inter-sectoral coordination and cooperation among the various social sector institutions and between them and the economic ministries. The challenge therefore is to implement the plans and strategies so that the region can move forward in the quest of attainment of Millennium Development Goals (MDGs).

## 2.2. GENDER

The Strategic Framework on Gender and Women's Economic Empowerment is guided by the following vision, mission and objectives. It is also informed by a number of guiding principles from broader-based government initiatives, and by international standards with respect to women's empowerment including: the Constitution of the Republic of South Africa's National Policy Framework for Women's Empowerment and Gender Equality, Southern African Development (SADC) Declaration on Gender and Development, the Convention for the Elimination of All Forms of Discrimination Against Women (CEDAW), and the Beijing Platform for Action.

### THE VISION, MISSION AND OBJECTIVES OF THE FRAMEWORK

#### 2.2.1 Vision

A society in which there is social and economic justice for all, where women and men are able to achieve their full human potential, and in which women have equal access to, and control over economic resources.

#### 2.2.2 Mission

To ensure that gender equity is systematically taken into account in all Municipal values, policies, programmes, its working environment, work practices, monitoring and evaluation systems and to establish the requisite structures, process and timeframes for achieving this.

#### 2.2.3 Objectives

1. To challenge the direct and indirect barriers in Enterprise, Industry and Trade which prevent women from having equal access to and control over economic resources.
2. To facilitate women's equal access to economic and productive resources by strengthening their capacity and networks as well as their ability to benefit from council's policies and programmes.

3. To increase women's easy access to finance by assessing existing programmes that provide access to finance for women and suggesting improvements to address existing gaps in a sustainable manner.
4. To work towards gender parity in all enterprise, industry and trade and structures including boards, councils and missions.
5. To ensure that the life experience and views of South African women contribute equally to the reform of trade, investment and enterprise development.
6. To conduct research, and put in place indicators and monitoring systems to measure the gendered impact of policies and programmes.
7. To ensure that the budget benefits women and men equitably and that specific resources are allocated for helping to overcome the particular disadvantages faced by women.

The Merafong region as a whole remains abounding with patterns of inequality not only between the Partner Regions but also between women and men, boys and girls in the same Partner Regions. The framework highlighted areas for critical interventions and actions. A few are selected for emphasis in this framework.

### ***Recommendations for action:***

- a) To develop a regional Gender policy;
- b) Mobilise development partners to support government efforts to respond to gender issues;
- c) Develop a comprehensive monitoring and evaluation system with gender specific indicators, both qualitative and quantitative, and an inbuilt review system;
- d) Conduct periodic gender impact assessment studies and gender audit;
- e) Develop monitoring and evaluation tools for gender mainstreaming;
- f) Co-ordination of the Gender Responsive Budgeting process with clear guidelines to ensure that sufficient resources are allocated in a gender responsive manner;
- a) Facilitate increased budgetary allocation to local Machinery in partner regions and strengthen local capacities in gender Mainstreaming;
- b) To facilitate collection and utilization of sex/gender desegregated data in partner States;
- c) To provide enabling mechanisms to address gender based violence in all situations;
- d) Promote innovation on the development of technologies that will help to reduce women's workload, and
- e) Design and implement interventions that protect and empower the girl child.

## **2.3 PERSONS WITH DISABILITIES**

Generally, PWDs are vulnerable by virtue of their impairment and negative societal attitudes arising from fear, ignorance, superstitions, neglect and lack of awareness. As a result, PWDs have inadequate access to services, information, resources as well as limited participation in the socio-economic development process. Consequently, the majority depend on their families and communities for survival. Nevertheless, PWDs are often of low priority in society. They receive less education, skills training and medical attention, which reduces their employment opportunity and may even result in secondary disabilities and sometimes early death. Consequently, this discrimination and neglect erodes PWDs self-esteem and confidence to the extent that, they cannot voice their needs.

It is recognised that Women and girls with disabilities are often at greater risk, both within and outside home, of violence, injury or abuse, neglect or negligent treatment, maltreatment and exploitation. Further children with disabilities should have the enjoyment of human rights and fundamental freedoms on equal basis with other children, and recalling obligations to that end undertaken by States to the Convention on the Rights of the Child. Disability is a development issue, because of its bidirectional link to poverty: disability may increase the risk of poverty, and poverty may increase the risk of disability.. A growing body of empirical evidence from across the world indicates that people with disabilities and their families are more likely to experience economic and social disadvantage than those without disability. The onset of disability may lead to the worsening of social and economic well-being and poverty through a multitude of channels including the adverse impact on education, employment, earnings, and increased expenditures related to disability.

Children with disabilities are less likely to attend school, thus experiencing limited opportunities for human capital formation and facing reduced employment opportunities and decreased productivity in adulthood. Persons with disabilities are more likely to be unemployed and generally earn less even when employed. Both employment and income outcomes appear to worsen with the severity of the disability. It is harder for people with disabilities to benefit from development and escape from poverty due to discrimination in employment, limited access to transport, and lack of access to resources to promote self-employment and livelihood activities.

Persons with disabilities may have extra costs resulting from disability – such as costs associated with medical care or assistive devices, or the need for personal support and assistance – and thus often require more resources to achieve the same outcomes as non-disabled people. Because of higher costs, people with disabilities and their households are likely to be poorer than non-disabled people with similar incomes. Households with a disabled member are more likely to experience material hardship including food insecurity, poor housing, lack of access to safe water and sanitation, and inadequate access to health care.

Poverty may increase the risk of disability. Poverty may lead to the onset of a health conditions associated with disability including through: low birth weight, malnutrition, lack of clean water or adequate sanitation, unsafe work and living conditions, and injuries. Poverty may increase the likelihood that a person with an existing health condition becomes disabled, for example, by an inaccessible environment or lack of access to appropriate health and rehabilitation services. Therefore, this Strategic Plan is in place to promote the inclusion of diversity of the people in the region in development and seeks to eliminate disparities in service provision and ensure services are available to all citizens with disabilities.

### ***Recommendations for action***

- a) Provide opportunities for strengthening capacities of PWD's and their caregivers to harness their maximum potential
- b) Provide a framework for legislation, coordination and programming for PWD's
- c) Evaluate the implementation of the local Plan of Action for the Disabled Persons
- d) Ensure ratification and implementation by all Stakeholders in line with the UN Convention on the Rights of Persons with Disabilities;
- e) Ensure data collection and estimates of disability prevalence in the EAC region;
- f) Integrate disability issues in all Local sectors and programmes at all levels;
- g) Put in place mechanisms to ensure that people with disabilities have access to information and reproductive and sexual health, including HIV and STI;

## **2.4 YOUTH**

Around the world the terms "youth", "adolescent", "teenager", and "young person" are interchanged, often meaning the same thing, occasionally differentiated. Youth generally refers to a time of life that is neither childhood nor adulthood, but rather, somewhere in-between. The age in which a person is considered a "youth," and thus eligible for special treatment under the law and throughout society varies around the world. According to the United Nations General Assembly the youth comprises those persons falling between the ages of 15 and 24 years inclusive while according to World Bank the term "youth" in general refers to those who are between the ages of 15 to 25." –however in the African Union Commission and African States have agreed to consider as Youth any person within the age range of 15-35 years and it is this definition that the EAC Partner States adopt in the Framework.

In the EAC region, the youth are faced with social development challenges; lack of continuing opportunities for education and skills development, lack of access to affordable health, notably reproductive health, including teenage/adolescent motherhood and fatherhood. Youth also face HIV and AIDS, drug and alcohol abuse and gender based violence. Youth unemployment and underemployment, lack of adequate skills for employment, lack of access to finance and entrepreneurial opportunities and in a few cases are the major social development challenges facing the youth in the Merafong region.

## Recommendations for action

- a) Develop a comprehensive, coherent and harmonized regional youth policy that also provides a binding framework for effective implementation, monitoring and evaluation of youth programmes and projects;
- b) Ratify and implementation of the Local Youth Offices in order to complement the activities of the Youth Desk;
- c) Resuscitate youth resource centres as a regional mechanism that will promote and sustain youth culture, values, morals and ethics;
- d) To address youth unemployment and ensure that all categories of youth have equal access to opportunities;
- e) Identify regional and international markets for youth products;
- f) Institute a local youth policy and programmes to promote and protect the physical, mental and spiritual health of young people, with a particular focus on skills development and entrepreneurship development; and
- g) Increase investment in youth development and empowerment including through the provision of sufficient and sustainable resources for technical and professional skills development and youth employment.

## 4.0 STRATEGIC PLAN

### 4.1 *Vision, Mission and Priorities*

#### 4.1.1 *Vision*

The vision for this strategic Plan is “a region where economic prosperity, equality and social justice prevail”.

#### 4.1.2 *Mission Statement*

- a) To enhance community empowerment through people centred and gender responsive development that creates opportunities to harness potentials necessary for equitable and Sustainable Development.
- b) To improve the quality of life of women, men, boys and girls, youth and persons with disabilities through community and economic empowerment, gender mainstreaming and social protection.

#### 4.1.3 *Goal*

To promote people centred development through mainstreaming Gender, Youth, Children, Persons with Disabilities structures, organs, programmes and projects of the Municipality.

#### 4.1.4 *Specific Objectives*

- a) To promote gender equality, equity and women & girls empowerment as normative in the Municipality and its stakeholders.

- b) To promote the economic and social development of Youth within the Merafong Community to self-sufficiency;
- c) To promote the protection of children, respect of their rights and foster their development and wellbeing;
- d) To improve the conditions of the vulnerable members of society through the effective introduction and implementation of social protection programmes within the region;
- e) To improve the infrastructure of communities in the City as a pre-requisite to increasing access to social services and improving the quality of life and living conditions of the population;
- f) To improve the livelihoods of persons with disabilities.

## **4.2 PRIORITY AREAS**

The implementation of the strategic plan shall be guided by priority considerations. For the next 5 years period, 5 key areas have been identified as cross cutting issues and these are:-

- a) Institutional and legal Framework;
- b) Empowerment of individuals, households and communities, including Persons with Disabilities and Older Persons;
- c) Mainstreaming Gender, Youth, Children, Persons with Disabilities, Social Protection and Community Development in macro-economic and sector policies and programmes;
- d) Promoting the participation of the Community, the Civil Society Organizations and the Private sector); and
- e) Research and Documentation

### *4.2.1 Institutional and Legal frameworks*

There is a need to harmonize and put in place legal and policy frameworks that shall govern the community as a unit. Government stakeholders shall equally develop standardized monitoring and evaluation mechanisms to facilitate tracking of progress.

### *4.2.2 Empowerment of individuals, households and communities*

The five year strategic plan will place emphasis on tangible improvement of the living conditions of individuals' households and communities. This will be done by developing, programmes, projects and partnerships aimed at reducing poverty within the Community in a sustainable way.

The strategic plan designs interventions to address the social and development concerns in the areas of Gender, Youth, Children, and Persons with Disabilities.

#### *4.2.4 Research and Documentation*

The framework proposes a growth in /and emphasis on research and documentation. This is to ensure that the work carried out is evidence based, precise and target specific among others. There will be emphasis laid on sharing of information – consequently many of the reports (research and programme reports) will be shared within the Local Government Stakeholders and other stakeholders such as the Civil Society Organisations (CSOs) and Mutual partners. There will be emphasis on the disaggregation of data (e.g. by age, sex and disability). This is designed to ensure that programs designed thereafter will have specific and accurate focus since they will be based on specific analysis and targeted recommendations.

## 4.3 Thematic Logical Frameworks

### 4.3.1 Gender Thematic Area

**Table 2: Logo frame for Gender thematic area**

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	CRITICAL SUCCESS FACTORS (Assumptions)
<p><b>Goal (Broad Objective)</b></p> <p>To promote gender equality, equity and women and girls' empowerment as Normative in the EAC Partners states.</p>	<p><b>Conditions That Show Goal</b></p> <p><b>Attainment:</b> The extent to which the lives and livelihoods of women, men, boys and girls are transformed.</p>	<p><input type="checkbox"/> Annual Reports on Gender issues and human development indices;</p>	<p>Regional enactment of policies that provide framework for operation;</p> <p><input type="checkbox"/></p>
<p><b>Specific Objectives</b></p> <p>I. To mainstream gender into all strategic interventions and sectors of the community</p> <p>ii. To promote women in socio-economic development and women in business.</p> <p>ii. Promote the participation of the community in IDP processes</p>	<p><b>Performance Indicators:</b></p> <p>1. Number of gender sensitive Policy and legal instruments developed in the Region</p> <p>2. Number of priority sectors with increased budgetary allocation on gender issues</p> <p>3. Percentage of women participating in regional trade and business</p>	<p><input type="checkbox"/> Budget/financial reports from Partner States;</p> <p><input type="checkbox"/> Development Regional reports</p> <p><input type="checkbox"/> Policies printed and circulated; Merafong secretariat</p> <p><input type="checkbox"/> narrative (analytical) reports,</p>	<p>Commitment of Regional &amp; Local Stakeholders</p> <p><input type="checkbox"/></p> <p>Availability of skills and competences at the Municipal Level</p> <p><input type="checkbox"/></p> <p>Commitment of CSO/PSOs to the Dialogue framework</p>

	4. Dialogue Framework for CSO/PSOs implemented	<input type="checkbox"/> Monitoring & Evaluation reports,	
<b>Results</b> 1. Gender mainstreamed into all strategic interventions and	<b>Magnitude and Quality</b> 1. Number of Policy and legal instruments by 2020	<input type="checkbox"/> Municipal reports <input type="checkbox"/> National Socio-Economic	<input type="checkbox"/> Political will and commitment

<b>NARRATIVE SUMMARY</b>	<b>OBJECTIVELY VERIFIABLE INDICATORS</b>	<b>MEANS OF VERIFICATION</b>	<b>CRITICAL SUCCESS FACTORS (Assumptions)</b>
<p>priorities of the community</p> <p>2. Women in socio-economic development and women in business enhanced</p> <p>3. Participation of the citizenry in Local processes enhanced</p>	<p>2. 8 priority sectors( health, agriculture, peace and security, trade, infrastructure and statistics) have integrated gender and equity budgeting by June 2019</p> <p>3. Number of policies, programmes and institutions promoting women in business and regional trade</p> <p>4. Percentage increase in Stakeholder's participation in IDP processes</p>	<p>reports and surveys;</p> <p><input type="checkbox"/> Gender Budget statement (GBS in all sectors by June 2019</p>	<p><input type="checkbox"/> Adequate budgetary allocation</p>

**Result Area 1; Mainstreaming Gender into all strategic interventions and priorities of the community**

<p><b>Activities</b></p> <p>1.1. To undertake Gender Audit and disseminate the report by June 2020</p> <p>1.2. Conduct a gender analysis of existing legal and policy instruments on gender equality within the Community by December 2019</p> <p>1.3. Develop an EAC Protocol on Gender, Youth, Disability and Community Development by December 2019</p>	<ul style="list-style-type: none"> <li>• Gender Audit Report in place and disseminated</li> <li>• Gender Analysis report in place</li> <li>• Protocol on Gender, Youth, Children, Social Protection and Community Development approved by Council and disseminated by June 2020</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Audit Report</li> <li>• Partner Municipalities Reports</li> <li>• Regional reports</li> <li>• Publications,</li> <li>• Approved Protocol</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Availability of Human resource and funds</li> </ul>
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NARRATIVE SUMMARY		OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	CRITICAL SUCCESS FACTORS (Assumptions)
1.4.	Finalise and disseminate the Local Social Development Framework by June 2020	<input type="checkbox"/> Local Social Development Framework approved by Council and disseminated by June 2020	<input type="checkbox"/> Finalised Merafong SD Framework	
1.5.	Undertake gender and equity budgeting in 6 Priority Sectors (Health, Agriculture, Agro processing and Tourism, Trade, Infrastructure, Statistics) by June 2021	<input type="checkbox"/> Number of priority sectors plans and budgets reflecting gender issues	<input type="checkbox"/> Budgets, Financial reports Council Reports	
1.6.	To establish a local Women Council by June 2021	<input type="checkbox"/> Merafong Women Council approved by Council	<input type="checkbox"/> Council Reports	
1.7.	Hold annual Meetings of the Forum of Ministers responsible for Social Development	<input type="checkbox"/> Number of meetings held	<input type="checkbox"/> Meeting Reports	
1.8.	Hold Sectoral Council meetings on Gender, Youth, Children, Social Protection and Community Development	<input type="checkbox"/> Number of meetings held	<input type="checkbox"/> Meeting Reports	
1.9.	Regional awareness campaigns on gender equality, women's empowerment, women's right issues and Merafong integration processes	<input type="checkbox"/> Number of regional campaigns developed and implemented	<input type="checkbox"/> Media articles, reports, meeting reports	
1.10.	Strengthen the Gender Unit/Department at Merafong	<input type="checkbox"/> Number of staff recruited	<input type="checkbox"/> Staff in place	

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	CRITICAL SUCCESS FACTORS (Assumptions)
<p>Secretariat by December 2021</p> <p>1.11 Establish a Merafong database with a component of gender disaggregated data by June 2020</p> <p>1.12 Establish a Monitoring &amp; Evaluation (M&amp;E) system to track the implementation of policies and legal frameworks and progress in the Gender Sector.</p> <p>1.13 Conduct a research on gender gaps in women's socio-economic and political advancement in the Merafong region.</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Percentage increase in budgetary allocation to the department</li> <li><input type="checkbox"/> Gender disaggregated data in Local Facts and Figures</li> <li><input type="checkbox"/> M&amp;E framework developed and operationalised</li> <li><input type="checkbox"/> Research conducted and disseminated</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Approved Budget for the unit</li> <li><input type="checkbox"/> Database</li> <li><input type="checkbox"/> Meeting/Council Reports</li> <li><input type="checkbox"/> Study Report</li> </ul>	

**Result Area: 2 Promoting Women in socio-economic development and women in Business**

ACTIVITIES			
<p>2.1. Formulate a policy on promoting women in socio-economic development and business</p> <p>2.3. Expand financial infrastructure to increase women's access to financing and credit</p> <p>2.4. Facilitate the formation of Women in Business associations and networks at national and regional level</p> <p>2.5. Facilitate annual trade exhibitions and missions for women in Business</p> <p>2.6. Facilitate participation of women in regional and international trade negotiations</p> <p>2.7. Facilitate trainings on Business Development Skills( including ICT skills) for women</p>	<ul style="list-style-type: none"> <li>• Policy approved and implemented</li> <li>• Percentage increase of women accessing financing and credit facilities</li> <li>• Number of women business associations formed and strengthened</li> <li>• Number of trade exhibitions and mission held</li> <li>• Number of women participating in regional and international trade negotiations</li> <li>• Number of women trained in BDS</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Policy on promoting women in socio-economic development and business</li> <li>• Partner States socio-economic reports</li> <li>• Merafong City and Partner Municipalities Reports</li> <li>• Training reports</li> <li>• Municipalities Reports</li> <li>• Impact study reports</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Women shall have the desire to do business at senior and competitive levels;</li> </ul>

### 4.3.2 Youth Thematic Area

**Table 3: Logical framework for Youth Empowerment**

NARRATIVE SUMMARY (Youth)	OBJECTIVELY VERIFIABLE INDICATORS	SOURCES OF VERIFICATION	CRITICAL SUCCESS FACTORS (Assumptions)
<p><b>Broad Objectives</b></p> <p>To promote the socio-economic, and political development of Youth within the Merafong Region</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Improvement in the quality of youth livelihoods;</li> <li><input type="checkbox"/> Percentage of youth participating in Merafong processes</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Publications by National Investments Authorities and other private sector agencies</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Sustained socio-economic growth in the Merafong region</li> </ul>
<p><b>Immediate Objectives</b></p> <ol style="list-style-type: none"> <li>1. Harmonisation of youth legal and policy frameworks</li> <li>2. Develop and strengthen strategies for youth employment Creation</li> <li>3. Mainstream youth issues in the planning and budget processes of six priority areas (Infrastructure, Agriculture, Tourism and Trade, Infrastructure)</li> <li>4. Promote youth participation in the Merafong integration process</li> </ol> <p><b>Results</b></p> <ol style="list-style-type: none"> <li>1. Policy and legal framework</li> </ol>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Harmonised Youth Policy and legal framework by 2020;</li> <li><input type="checkbox"/> Strategies for youth employment creation developed and implemented by 2019</li> <li><input type="checkbox"/> Youth issues integrated in priority sectors by June 2020</li> <li><input type="checkbox"/> Youth participation in the Local integration processes enhanced by 2020</li> </ul> <ul style="list-style-type: none"> <li><input type="checkbox"/> Harmonised Youth Policy and</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Local Municipality and Partner City reports;</li> <li><input type="checkbox"/> Evaluation reports and Impact study reports</li> </ul> <ul style="list-style-type: none"> <li><input type="checkbox"/> Merafong and Partner Municipalities</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Sustained economic growth in the Merafong region</li> <li><input type="checkbox"/> Political will and commitment</li> <li><input type="checkbox"/> Availability of expertise and financial resources</li> </ul> <ul style="list-style-type: none"> <li><input type="checkbox"/> Sustained economy</li> </ul>

NARRATIVE SUMMARY (Youth)	OBJECTIVELY VERIFIABLE INDICATORS	SOURCES OF VERIFICATION	CRITICAL SUCCESS FACTORS (Assumptions)
<p>established</p> <p>2. Strategies for creating and strengthening youth employment opportunities developed</p> <p>3. Macro-economic sector policies and programmes aligned to reflect youth issues</p> <p>4. Youth participation in Merafong integration processes enhanced</p>	<p>legal framework by 2020;</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Strategies for youth employment creation developed and implemented by 2020</li> <li>Youth issues integrated in 6</li> <li><input type="checkbox"/> Merafong priority sectors by June 2020</li> <li>Youth participation in the</li> <li><input type="checkbox"/> Merafong integration processes enhanced by 2020</li> </ul>	<p>reports;</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Evaluation reports and Impact study reports</li> </ul>	<p>growth in the Merafong region</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Political will and commitment</li> <li><input type="checkbox"/> Availability of expertise and financial resources</li> </ul>
<p><b>Activities:</b> Policy and legal framework established</p>	<p><b>Magnitude and Quality of Outputs</b></p>		
<p>1.1 Develop, harmonise and enforce legal frameworks that relate to youth issues</p> <p>1.2 Establish an Merafong youth Unit</p> <p>1.3 Establish an Merafong Youth Council</p> <p>1.4 Establish a Regional Youth Service Schemes with a component of volunteerism</p> <p>1.5 Establish a Regional Youth Enterprise Development fund</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> A regional Youth Policy approved and implemented;</li> <li><input type="checkbox"/> Regional policy on youth employment approved and implemented</li> <li><input type="checkbox"/> Youth Unit established</li> <li><input type="checkbox"/> A Regional Youth scheme established</li> <li><input type="checkbox"/> A Regional Youth Enterprise Development Fund established</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Merafong and Partners Reports</li> <li><input type="checkbox"/> Policy documents</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Partner States commitment</li> <li><input type="checkbox"/> Availability of expertise and funds</li> </ul>
<p><b>Activities :</b> Strategies for creating and strengthening youth employment opportunities developed</p>			

NARRATIVE SUMMARY (Youth)	OBJECTIVELY VERIFIABLE INDICATORS	SOURCES OF VERIFICATION	CRITICAL SUCCESS FACTORS (Assumptions)
<p><b>2.1</b> Facilitate capacity building of youth in vocational skills, ICT, e-commerce and other special tailored programmes</p> <p><b>2.2</b> Facilitate an Merafong Annual Youth Exhibitions for MSME's</p> <p><b>2.3</b> Facilitate the formation of Merafong Youth Chamber of Commerce</p> <p><b>2.4</b> Develop regional guidelines for incorporating entrepreneurship in school curricula</p> <p><b>2.5</b> Institute a regional incentive scheme for employers to invest in the skills development of employed and unemployed youth</p> <p><b>2.6</b> Establish infrastructure that would lead to innovation and easy access to information for the youth</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Number of youth trained</li> <li><input type="checkbox"/> Number of exhibitions held</li> <li><input type="checkbox"/> Number of youth participating in annual exhibition</li>   <li><input type="checkbox"/> An Merafong Youth Chamber of Commerce established</li> <li><input type="checkbox"/> Curricula developed</li>   <li><input type="checkbox"/> A regional incentive scheme instituted</li>   <li><input type="checkbox"/> Resource centre, ICT parks, IEC materials</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Merafong and Partner State Reports, Guidelines</li>   <li><input type="checkbox"/> Workshop reports</li>   <li><input type="checkbox"/> Curriculum</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Partners and Stakeholder commitment</li>   <li><input type="checkbox"/> Youth commitment</li> </ul>
<p><b>Activities</b> : Macro-economic sector policies and programmes aligned to reflect youth issues</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Number of macro-economic sectors that have integrated youth issues</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Macro-economic policies Reports</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Merafong and Regional Reports</li> </ul>
<p><b>3.1</b> Develop guidelines and work plans for mainstreaming youth issues in all Merafong sectors Secretariat and Partner states staff on mainstreaming youth issues in all Merafong sectors and programmes;</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Number of guidelines developed</li> <li><input type="checkbox"/> Number of work plans and budgets with mainstreamed youth issues</li> <li><input type="checkbox"/> Number of Merafong and Partner States trained on mainstreaming youth issues into sectors and programmes</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Guidelines</li> <li><input type="checkbox"/> Sector plans and budgets mainstreamed</li> <li><input type="checkbox"/> Merafong reports</li> <li><input type="checkbox"/> Narrative progress reports</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Availability of funds and expertise</li> </ul>

NARRATIVE SUMMARY (Youth)	OBJECTIVELY VERIFIABLE INDICATORS	SOURCES OF VERIFICATION	CRITICAL SUCCESS FACTORS (Assumptions)
<b>Activities :</b> Youth participation in EAC integration processes enhanced			
<p><b>4.1</b> Facilitate the participation of the youth in the design, implementation, monitoring and evaluation of development plans, policies and poverty reduction strategies</p> <p><b>4.2</b> Facilitate learning exchange visits between Partner States and Regional Economic Communities(RECs)</p> <p><b>4.3</b> Conduct awareness and sensitization on youth issues</p> <p><b>4.4</b> Strengthen youth sporting activities in the region processes</p>	<p>Number of youth participating in the design, monitoring and evaluation of policies and plans at national and Merafong levels</p> <p>Number of learning exchanges held</p> <p>Number of sensitisation campaigns implemented Number media articles and activities, IECs Number of sporting activities held</p>	<p>Merafong 7 Partners</p> <p>Media reports</p>	<p>Availability of funds and expertise</p> <p>Commitment of Partner States</p> <p>Availability of funds Availability of expertise</p>

NARRATIVE SUMMARY (Youth)	OBJECTIVELY VERIFIABLE INDICATORS	SOURCES OF VERIFICATION	CRITICAL SUCCESS FACTORS (Assumptions)
<p><b>4.6</b> Establish mechanisms to promote a culture of volunteerism, peace and tolerance amongst youth that discourages participation in negative cultural attitudes and acts of violence, terrorism, xenophobia, racial discrimination, gender-based discrimination, foreign occupation and trafficking in arms and drugs</p>	<p>Number of mechanisms developed</p>		
<p><b>Inputs</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Human Resource,</li> <li><input type="checkbox"/> Consultants (legal and community development experts)</li> <li><input type="checkbox"/> Operational fiancés (Budget)</li> <li><input type="checkbox"/> Capital items,</li> <li>• Office equipments, Visual aids</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Human resource recruitment</li> <li><input type="checkbox"/> Municipal Budgets</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Financial reports (periodic)</li> <li><input type="checkbox"/> Audit accounts and reports</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> National Youth Development Agency shall avail budgets that shall lead to quick and timely implementation of the plan</li> </ul>

#### 4.3.4 Persons with Disabilities Thematic Area

NARRATIVE SUMMARY (Social Protection)	OBJECTIVELY VERIFIABLE INDICATORS (OVI)	MEANS OF VERIFICATION	CRITICAL ASSUMPTIONS
<p><b>GOAL</b></p> <ul style="list-style-type: none"> <li>To promote, protect, and ensure the full and equal enjoyment of all human rights and fundamental freedoms by all persons with disabilities for improved livelihoods.</li> </ul> <p><b>Purpose (Immediate Objectives)</b></p>	<p><b>Conditions that show Goal attainment:</b></p> <ul style="list-style-type: none"> <li>All PWDs enjoy their human and fundamental rights and their livelihoods improved,</li> </ul>	<ul style="list-style-type: none"> <li>Merafong and Partner Reports</li> <li>Provincial and Regional reports.</li> </ul>	<ul style="list-style-type: none"> <li>Merafong integration process sustained</li> <li>Political will and commitment</li> </ul>
<ul style="list-style-type: none"> <li>i. Develop a harmonised regional Policy and Legal framework on PWDs by December 2020</li> <li>ii. Improve persons with disabilities access to basic rights and social services especially in shelter, health, education, employment, Microfinance and public information by 2021</li> <li>iii. To mainstream issues of PWDs in Merafong programs, policies, plans and budgets and M &amp; E systems</li> </ul>	<ul style="list-style-type: none"> <li>Policy and legal framework approved and implemented by 2020</li> <li>Access to basic rights and social services especially in shelter, health, education, employment, microfinance and public information improved by 2021</li> <li>Issues of PWDs integrated in sectoral plan, programmes, budgets and M&amp;E system by June 2021</li> </ul>	<ul style="list-style-type: none"> <li>Merafong and Partner States reports</li> <li>Sector reports</li> <li>Financial reports</li> <li>Polices and legal instruments</li> <li>Adopted policies and plans which have integrated PWDs</li> </ul>	<ul style="list-style-type: none"> <li>Merafong ownership and leadership</li> <li>Availability of funds and expertise</li> <li>Availability of funds and expertise</li> </ul>

NARRATIVE SUMMARY (Social Protection)	OBJECTIVELY VERIFIABLE INDICATORS (OVI)	MEANS OF VERIFICATION	CRITICAL ASSUMPTIONS
<b>Results</b> 1. Harmonised regional Legal and Policy framework developed and Operationalised. 2. Access to basic rights and social services especially in health, education, employment, microfinance and public information for PWDs improved and easily accessed 3. PWDs issues mainstreamed in Merafong policies, programmes, budgets and M&E systems	<input type="checkbox"/> Policy and legal framework approved and implemented by 2020  <input type="checkbox"/> Access to basic rights and social services especially in health, education, employment, microfinance and public information improved by 2020  <input type="checkbox"/> Issues of PWDs integrated in sectoral plan, programmes, budgets and M&E system by June 2020.	Merafong and Partner State reports; Financial reports Polices and legal instruments Sector reports	Merafong ownership and leadership  Availability of funds and expertise
<b>Activities: Result Area 1: Harmonised regional Legal and Policy framework developed and operationalised</b>			
<b>1.1</b> Develop a regional policy and legal framework on PWDs <b>1.2</b> Establishing a Regional Disability Development Fund to cater for special needs of the PWDs <b>1.3</b>	<input type="checkbox"/> PWD Desk established <input type="checkbox"/> PWD development fund established <input type="checkbox"/> Number of polices and legal frameworks approved and	Merafong and Partners reports, Policies Legal instruments	Availability of skills, expertise and funds Partner states commitment
<b>Activities: Result Area 2: Access to basic rights and social services especially in shelter, health, education, employment, microfinance and public information for PWDs improved and easily accessed</b>			
2.1 Conduct survey and research Including collection of disaggregated data on issues of PWDs  2.2 Develop a guideline for equipping service providers with disability-	<input type="checkbox"/> Number of research reports/publications  <input type="checkbox"/> Guideline developed	<input type="checkbox"/> Merafong and Partners reports  <input type="checkbox"/> Merafong and Partner State reports	<input type="checkbox"/> Availability of skills, expertise and funds <input type="checkbox"/> Partner States Commitment

NARRATIVE SUMMARY (Social Protection)	OBJECTIVELY VERIFIABLE INDICATORS (OVI)	MEANS OF VERIFICATION	CRITICAL ASSUMPTIONS
friendly skills and knowledge for effective service delivery and Management.		<input type="checkbox"/> Study and meeting reports <input type="checkbox"/> Guidelines <input type="checkbox"/> Research, reports & publications	<input type="checkbox"/> Availability of funds
2.3 Establishing a regional centre for special programmes designed for PWDs empowerment	<input type="checkbox"/> Regional centre established and equipped		
2.4 Develop mechanisms to promote the use of sign language, Braille, tactile at Merafong level	<input type="checkbox"/> Number of mechanisms developed and operationalized		<input type="checkbox"/> Availability of skills, expertise and funds <input type="checkbox"/> Partner States Commitment
2.5 Facilitate regional and, South-South cooperation and learning visits and studies;	<input type="checkbox"/> Number of learning visits and studies conducted		
2.6 Establish a PWDs forum for learning and sharing good experiences preferably every two years	<input type="checkbox"/> Number of new innovations implemented resulting from new learning <input type="checkbox"/> Number of forum meetings held		
2.7 Facilitate training for PWDs on market oriented and competitive skills	<input type="checkbox"/> Number of training workshops held <input type="checkbox"/> Number of PWDs trained		
2.8 Develop standard guidelines for service delivery to PWDs in the EAC	<input type="checkbox"/> Guidelines approved and operationalized		
2.9 Develop measures and incentives to support employment and self-employment activities for PWDs	<input type="checkbox"/> No. measures and incentives developed		

NARRATIVE SUMMARY (Social Protection)	OBJECTIVELY VERIFIABLE INDICATORS (OVI)	MEANS OF VERIFICATION	CRITICAL ASSUMPTIONS
<b>Activities Result Area 3: To mainstream issues of PWDs in EAC programs, policies, plans and budgets and M &amp; E systems</b>			
1.1 Establish an Merafong Council for PWD 1.2 Establish a PWDs desk at Merafong 1.3 Integrate PWDs issues in the Merafong planning, programme, budgeting and M&E systems 1.4 Ensure PWDs participate in designing, implementing /managing and monitoring and evaluation of programmes 1.5 Facilitate strengthening of regional and national associations of PWDs	<input type="checkbox"/> Merafong Council for PWDs established <input type="checkbox"/> Merafong PWDs desk established <input type="checkbox"/> Number of Merafong sectoral plans, programme and budgets reflecting PWD issues <input type="checkbox"/> Number of PWDs participating in planning processes <input type="checkbox"/> Number of associations strengthened	<input type="checkbox"/> Merafong and Partner reports; <input type="checkbox"/> PWDs association reports	<input type="checkbox"/> Availability of skills, expertise and funds <input type="checkbox"/> Partner states commitment
<b>Inputs</b> <input type="checkbox"/> Human Resource, <input type="checkbox"/> Capital items, Office equipment0000, <input type="checkbox"/> Visual aids	<input type="checkbox"/> Human resource recruitment	<input type="checkbox"/> Meeting reports	<input type="checkbox"/> Implementation in place

NARRATIVE SUMMARY (Social Protection)	OBJECTIVELY VERIFIABLE INDICATORS (OVI)	MEANS OF VERIFICATION	CRITICAL ASSUMPTIONS
	<input type="checkbox"/> Operational Cash transfer systems;	<input type="checkbox"/> Financial reports	Governments and/or development partners
<b>Activities</b>	<b>Magnitude and Quality of Outputs:</b>		
1.1 Establish a social protection forum at Merafong 1.2 Facilitate regional and, South-South cooperation and international exchange visits;	<input type="checkbox"/> Social protection unit established; <input type="checkbox"/> Number of policies and plans reviewed and harmonized; <input type="checkbox"/> Number of legal frameworks developed and enforced <input type="checkbox"/> Number of best practice studies commissioned; <input type="checkbox"/> Number of sensitization seminars; <input type="checkbox"/> Percentage of civil society members involved in programming and actual implementation at government Facilitation	Merafong Secretariat <input type="checkbox"/> reports, <input type="checkbox"/> Best practice Publications, <input type="checkbox"/> Partner State reports, <input type="checkbox"/> M & E reports <input type="checkbox"/> Budgets, financial reports <input type="checkbox"/> Finance and partnership agreements signed;	<input type="checkbox"/> Timely establishment of the unit hence creating availability of needed human resource  <input type="checkbox"/> Sufficient budget allocation of resources to ensure availability of logistics
1.3. Develop special vocational training programmes for Persons living with Disabilities	<input type="checkbox"/> Poverty alleviation/ Employment promotion guidelines developed; <input type="checkbox"/> Number of learning visits to Kenya organized Regional Literacy programmes in place;  <input type="checkbox"/> Percentage of Partner States that have established vocational programmes for PWDs that are active;	<input type="checkbox"/> Social protection Guidelines  <input type="checkbox"/> Partner State Narrative reports on progress;  <input type="checkbox"/> Reports from Institutions	<input type="checkbox"/> Poverty alleviation guidelines and Employment acceleration guidelines shall be taken up quickly by the Private sector and the CSO;
<b>Inputs</b> <input type="checkbox"/> Human Resource, <ul style="list-style-type: none"> <li>• Capital items, Office equipments,</li> <li>• Visual aids</li> </ul>	<input type="checkbox"/> Human resource recruitment	<input type="checkbox"/> Meeting reports	<input type="checkbox"/> Implementation in place

## **5.0 FINANCING**

The Municipality and other stakeholders need to develop strategies for mobilizing resources for implementing the framework. One of the initiatives should be a donor round table dialogue organized by the Municipality secretariat to discuss areas of possible collaboration. Some of the groups that should be invited include: Development Partners, Private Sector, Civil Society and Community Organs and Institutions.

### **5.1 FINANCING PROCEDURES AND COMMITMENTS**

The budget of the Community shall be funded by equal contributions by the CoGTA and receipts from Private Sector donations and any other sources as may be determined by the Council.

Accordingly, the budget of the Community (excluding financial resources from development partners) is shared equally west Rand Region

Contributions by the other Municipalities have been supplemented by the goodwill of development partners through the Merafong Partnership Fund. This fund is in form of basket funding with no conditional ties attached by the donors or earmarking for specific projects and programmes.

Other possible source of funding is through the private sector by way of formalizing public private partnerships.

### **5.2 INDICATIVE BUDGETS AND TARGETS**

In order to implement the framework, there are those critical activities that must be accomplished in the 1<sup>st</sup> year without which the plan will not be achieved in the intended 5 years.

Strategic activities therefore have been selected for the initial year and the corresponding budget is proposed.

## **6.0 CONCLUSION**

The Framework has been developed to give concrete direction as to which action should be taken by the Secretariat. It takes into account that there are actions that shall be done by the Members states of which the secretariat shall act as a catalyst but not a primary enforcer. In line with the Gender and Community Development framework, Partner States need to start the necessary process to strengthen the capacity of various Ministries to implement the recommendations of the framework.

The plan calls for a lot of collaboration between the various stakeholders. A forum for collaboration - -meeting to share experiences and progress on various projects and activities; a standardised monitoring format are among some of the actions and tools proposed for the successful implementation of the plan.

