



Ministry of Local Government, Rural Development & Cooperatives
Local Government Division
Local Government Engineering Department (LGED)

5.4 Guidelines for Gender Action Plan (GAP) Implementation

Project Coordination Office (PCO)
City Governance Project (CGP)

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1. Introduction

1.1 Background

Rapid urbanization accelerated by industry led economic growth has been taking place in Bangladesh. Potential of economic growth in urban areas is worthy of notice. There are 335 Local Government Institutions which cover 8% of total geographical area of Bangladesh and 30% of total population, while accounting for 60% of total national growth. On the other hand, the negative impact of dramatic change in urban areas is observed. The negative impacts are because the functions of municipalities and city corporations prescribed in Local Government (Pourashava) Act 2009 and Local Government (City Corporation) Act 2009, which are very relevant to the demand of city dwellers and urban development, are not implemented in an appropriate manner. In order to improve the public services provided by urban local governments, several urban development projects are being or were implemented by Local Government Divisions (LGD) and local government and engineering departments (LGED) with financial assistance of different development partners and government's own funds. Based on the experiences gained through implemented projects, effective activities for improvement of urban governance have been formulated as a program that has been well accepted. The urban governance improvement programs have been implemented to ensure good governance of those urban local government institutions namely Paurashava for equal, social harmony and planned development. Initiating urban governance improvement, LGD and LGED with financial support of JICA commenced a project named City Government Project (CGP) in 5 City Corporations.

LGED will play its key role in the implementation as well as monitoring of this project. LGED is committed and giving emphasis to mainstream gender considerations in all projects and sectors of LGED. Therefore, development of Gender Action Plan (GAP) is mandatory for each project under LGED. CGP also emphasizes mainstreaming gender for ensuring gender equity. For this purpose, GAP will be introduced as an effective tool for gender mainstreaming in this project.

1.2 Basis for Gender Action Plan under CGP

Based on the National Women Development Policy 2011, the Gender Equity Strategy of the LGED developed four (4) separate gender equity action plans for 2013-2015, covering the following sectors: 1) LGED core gender equity action plan (GES); 2) Urban sector gender equity action plan (USGEAP); 3) Rural Sector Gender Equity Action Plan (RSGEAP); and 4) Water Resource Sector Gender Equity Action Plan (WRSGEAP).

The guidelines for the preparation of the GAP will assist the CC to understand the strategic issues, goal and objectives, preparation procedures, and implementation modality of the GAP. On the other hand the CCs claimed that there has been little to no allocation of budget since the UGIAP project started. In order to mainstream the gender issue in urban development, it is necessary to continue the support as part of the project.

2. Justification:

Mainstreaming a gender perspective is the process of assessing the implications for women and men of any planned action, including legislation, policies or programmes, in all areas and at all levels. It is a strategy for making women's as well as men's concerns and experiences an integral dimension of the design, implementation, monitoring and evaluation of policies and programmes in all political, economic and societal spheres so that women and men benefit equally and inequality is not perpetuated.

In addressing the inequality between men and women in the sharing of power and decision-making at all levels, Governments and other actors should promote an active and visible policy of mainstreaming a gender perspective in all policies and programmes so that before decisions are taken, an analysis is made of the effects on women and men, respectively. Gender Action Plan of City Corporation has followed National Women Development Policy 2011 and Strategy of Gender Equity adopted by LGED. Therefore, to mainstream the gender at all level of works in City Corporation, Gender Action Plan development and implementation is necessary by each City Corporation.

3. Related issues of ICGIAP

3.1 Areas/ Activities: Gender Action Plan (GAP) prepared

3.2 Tasks:

Gender mainstreaming is essential at the city corporation level for gender equity. Gender action plan is the tool for gender mainstreaming. The following are initial steps and tasks to prepare and implement the Gender Action Plan

Task 1: Assign specific responsibilities to Standing Committee of Women Development for preparation of Gender Action Plan (GAP)

Task 2: One relevant officer nominated by mayor to perform the secretarial work of the standing committee.

Task 3: CC allocates budget for GAP implementation.

Task 4: The standing committee follows TOR as below until a regulation is prepared by the ministry

TOR

- a) Hold meeting once in a month and prepare minutes on a regular basis.
 - b) Follow the instruction of PCO to prepare the Gender Action Plan (GAP) and prepare the draft GAP.
 - c) Review indicative Summary Gender Action Plan prepared under the project, discuss issues related / relevant to gender mainstreaming and assist CC in the Gender Action Plan (GAP) preparation exercises.
 - d) Identify issues related to gender equity and CC's role including role of community, government organization, NGOs, etc. in relation to gender and GAP activities.
 - e) Present the draft of GAP in the City Parisad, and finalize.
- Support implementation and monitoring of all relevant activities.

3.3 Action By:

- Gender Committee
- Standing Committee on Social Welfare and Community Center Issues

3.4 Performance Indicators:

1st Performance Indicators (PR1): GAP being fully implemented and quarterly report prepared

2nd Performance Indicator (PR2): GAP prepared and endorsed by CSCC. GAP being fully implemented and quarterly report prepared

3.5 Time Schedule:

Task 1, 2: by mid of 1st year

Task 3: by end of fiscal year

Task 4: regularly

4. Gender Action Plan of CGP

The CGP has strongly emphasized the positive impacts on women and children, and no adverse impacts on women and children are expected. The positive impacts of the project on women and children can be identified as follows.

- Employment opportunities will be created for poor women through development and maintenance of infrastructures.
- Women's participation will be enhanced through:
 - Adequate representatives of women in the Civil Society Coordination Committees (CSCCs) and Ward Level Committees (WLCCs) will be ensured in all participating CCs.
 - Gender committees headed by the Female Ward Councilors will be formed in all participating CCs.
 - The GAP will be prepared and included in Project Development Plans (PDPs) in all participating CCs.
 - Necessary budget will be allocated to the GAP implementation in all participating CCs.

4.1 Goal and Objectives of GAP

The goal of the GAP is to achieve equity between women and men and to support urban sustainable development through improved governance in participating CCs.

The specific objectives of the GAP are:

- To advance women's equal participation with men as decision makers in the CC development;
- To mainstream a gender perspective in the work of the CGP through the formation of Gender Committee; and
- To reduce gender inequalities in access to and control over the resources and benefits of development in the areas pertinent to the work of the subprojects.

In CGP, the member of Project Implementation Unit (PIU) should include one Chief Social Welfare/Slum Development Officer who is in charge of implementation, monitoring and reporting on activities in Poverty Reduction Action Plan (PRAP) and GAP.

Gender mainstreaming is essential at the city corporation level for gender equity. GAP is the tool for gender mainstreaming. The following initial steps and tasks will be followed to prepare and implement the GAP

TOR for Gender Action Plan

- a) Hold meeting once in a month and prepare minutes on a regular basis.
- b) Follow the instruction of PCO to prepare GAP and prepare the draft GAP.
- c) Review indicative Summary Gender Action Plan prepared under the project, discuss issues related / relevant to gender mainstreaming and assist CC in GAP preparation exercises.

- d) Identify issues related to gender equity and CC's role including role of community, government organization, NGOs, etc. in relation to gender and GAP activities.
- e) Present the draft of GAP in the City Parisad, and finalize.
- f) Support implementation and monitoring of all relevant activities.

5. Relevant Organizations, Stakeholders and their role

5.1 Role of City Corporations

- To assign specific responsibilities to Women Development Standing Committee
- To nominate One relevant Officer by Mayor as a Gender Focal point (GFP) to perform the secretarial work of the standing Committee
- To allocate the budget for GAP implementation

5.2 Roles/TOR of Women Development Standing Committee (Assigned for Gender Related Activities)

- To prepare GAP of City Corporation;
- To follow the instruction of PCO, GES and USGEAP of LGED during GAP preparation;
- To prepare meeting agenda or select discussion topics for GAP and organize quarterly meeting;
- To produce meeting minutes;
- To investigate and take necessary actions for any gender related harassment issue according to the law; and
- To assist to implement and monitor of all gender related activities as per GAP

6. Necessary Tasks and Procedures

6.1 Contents of GAP

In view of mainstreaming the "Gender Equity" issue and achieving the above goal and objectives in various CC activities under the project, the GAP will be prepared in line with the GES and USGEAP of the LGED, and the National Women Development Policy 2011.

The GAP to be prepared under the CGP will cover nine (9) issues as laid down in the LGED's Gender Equity Strategy. The GAP shall ensure the issue of equal contribution of male and female at all levels (planning, implementation, operation & maintenance) of urban sector projects.

The GAP consists of two (2) parts: 1) the Gender Strategy; and 2) the Gender Action Plan. The former will be prepared in Phase 1 while the latter will be prepared in Phase 2.

(1) Gender Strategy

In phase 1 of CGP/ICGIAP, the participating CC will prepare a gender strategy to find ways of enhancing women's participation. The following are strategic issues that may be considered by the CC in developing its gender strategy.

1) Policy Adoption

- Preparation of gender action plan of the CC based on the gender action plan of urban sector of LGED, which was prepared following the national women development policy.
- Follow this guideline for gender action plan of the CC and implement accordingly.

- Review of the CC gender strategies subject to any amendments of national women development policy.
- Review, evaluate and update the gender action plan of the CC and implementation guideline as applicable.

2) Institutional Arrangement

- Selection of Gender Focal Point to follow-up gender issues.
- Formation of Gender Committee at CC level.
- Assist in preparation of the bylaws of CC gender development committee.

3) Data/Information Collection

- Collection of male-female segregated data/information through the format as provided by Project Management Office (PCO) and PIU.
- Assembling of collected data/information.
- Send the assembled data/information to PCO and PIU.
- Assist in preparation of format containing significant indicators.

4) Monitoring and Evaluation

- Contribute in monitoring and evaluation of gender issues of CC development
- Assist PCO and PIU in preparation and publication of annual and other reports and plan in this regard.

5) Infrastructure Development

- Pursue to include necessary facilities required for women in preparation of plan and design in order to ensure women friendly infrastructure and facilities most essential for women are implemented under the projects.
- Ensure preparation of design and implementation, operation & maintenance considering necessary facilities (toilet, waiting room, ticket counter etc.) for women in bus terminal and markets.
- Keep places reserved for shops for women in the kitchen and other markets.

6) Employment and working environment

(a) Employment

- Assist in preparation of future recruitment plan of CC.
- Reduce the existing discriminations of male-female ratio in all works under the CC and projects under CC
- Engage women in construction and maintenance of CC infrastructure
- Create opportunities to implement 'equal-wage' for equal work in case of male and female labors.
- In order to increase women employment, identify income generating activities suitable for women to engage in.

(b) Working-environment

- Keep provision of women friendly facilities (separate shades, toilets, day-care centre) for the female laborers engaged in infrastructure construction.
- Ensure women friendly facilities (e.g. waiting room, toilets, day-care centre etc.) in other work places.
- Maintain discipline/social safety/sexual harassment prevention.

7) Training

- Organize orientation programme on gender issues for CC elected representatives and other officers.
- Assess training needs consisting with CC activities.
- Assist in preparation of gender related appropriate training programme & manual and arrange training coordinating with PCO and PIU.
- Undertake income generating training for women working under the CC projects.

8) Participation

- Ensure participation of female councilors and female officers/staff in preparation of plans for CC development activities.
- Ensure effective participation of women at all levels of preparation and implementation of project/sub-projects.
- Ensure participation of women in CSCC and WLCC activities.
- Ensure participation of women in income generating activities.

9) Empowerment

- Identify the areas of women empowerment at all levels of project/sub-projects implementation.
- Provide assistance to include one third women in formation of CSCC and 40% in formation of WLCC.
- Involve women at equal ratio in social development plan preparation, implementation and monitoring.
- Add supportive facilities for women labourers in tender documents.
- Monitor the issue of reservation of at least one post in CC Mayor Panel for female councilor.
- Give directions by the project regarding inclusion of women in various committees of CC.
- Allocate particular places to women traders in kitchen markets and other markets constructed by the CC.

10) Financing

- Undertake projects considering gender related activities and provision of necessary funds in this area.
- Ensure allocation of required budget considering gender related activities in level of CC activities.

(2) Gender Action Plan

In line with the Gender Strategy, prepared by the CC in phase 1 of CGP/ICGIAP, the CC will prepare and implement a GAP for enhancing the women's participation. The GAP of the CC will consist of the activities under each issue of the gender strategy, indicators against each activity, timeframe for implementation of the activity and section/unit responsible for implementation of the activities. In preparation of the GAP, the PCO and the project consultants will assist CC.

If the activities under the GAP are properly implemented, the following benefits are expected to be achieved at CC level to achieve the goal and objectives as mentioned earlier.

- Increase positive participation of women in local administrations and decision making process.
- Increase investment for poor and disadvantaged population (most of which are women) in target CCs.
- Improve the lifestyle of poor citizens, particularly women and disadvantaged communities.

It is anticipated that development and implementation of appropriate GAP by the target CCs will greatly contribute to gender mainstreaming.

The sample format of the GAP is enclosed as Annex 3. This format is prepared based on the experiences of Urban Governance and Infrastructure Implementation Project (UGIIP). However, each CC will add necessary modifications to the format according to its socioeconomic situations.

1) Gender Equality

Gender equality is the measurable equal representation of women and men. Gender equality does not imply that women and men are the same, but that they have equal value and should be accorded equal treatment.

The United Nations regards gender equality as a human right. It points out that empowering women is also an indispensable tool for advancing development and reducing poverty.

Equal pay for equal work is one of the areas where gender equality is rarely seen. All too often women are paid less than men for doing the same work. (<http://www.ippf.org/our-work/what-we-do/gender/what-gender-equality>, Date on 18/01/2015, 4:18 pm)

2) Gender Diversity

Diversity means variety. The word commonly refers to the cultural differences of social groups within the society. Diversity is also about recognizing, valuing and taking account of people's different backgrounds, skills, and experiences. But it doesn't mean the superiority of one over the other.

3) Gender Discrimination

Discrimination is an action or behavior that treats a person or group unfairly on the basis of race, minority or sex, especially against women. Gender discrimination, also known as sexual discrimination, is any action that specifically denies opportunities, privileges, or rewards to a person (or a group) because of gender. Gender discrimination denies social participation or human rights to categories of people based on injustice.

4) Women Empowerment

Empowerment refers to increasing spiritual, political, social, economical strength of individual and communities. Empowerment is the process of marginalized people -both women and men- gaining resources, confidence, self dignity and opportunity to take control over their lives and properties. Empowerment means being able to negotiate with and influence people and institutions with power. It is also important as an individual process, but it is most powerful for collective action. Women's empowerment is essential to end gender discrimination, reduce poverty and also achieve sustainable development.

6.2 Preparation Process of GAP

The preparation process of GAP is presented in below.

(1) Phase 1

Step 1: Formation of Gender Committee and Selection of Gender Focal Point (GFP) as described in section 6.5 below.

Step 2: The Gender Committee at CC level will prepare will jointly prepare CC Gender Strategy in line with the outline explained in section 2 of this guideline document. The draft will be reviewed and approved by the Women and Children Affairs Standing Committee of the CC Council.

Step 3: Approval of the CC Gender Strategy by the CSCC and the Council, and inclusion of the Gender Strategy in the PDP.

(2) Phase 2

Step 1: Gender Committee at the CC level will prepare the draft GAP matrix after necessary additions, exclusions and amendments with justifications in favour of revisions based on the GAP matrix as shown in Appendix 5. The draft GAP matrix will be reviewed by the Women and Children Affairs Standing Committee.

Step 2: Approval of GAP by the Council and CSCC, and inclusion of the GAP in the PDP.

Step 3: The GAP to be implemented through CC Gender Committee with assistance of project facilitators according to this guideline document. The member secretary of the Gender Committee will be responsible for operation and maintenance of the files of GAP implementation as per instructions of the Mayor.

Step 4: The CC will allocate necessary budgets for implementation of GAP and the CC will continue such budget allocation after completion of the project.

It is worthwhile to mention that this GAP may be further updated by the CC as and when required harmonizing with the government policy.

6.3 Women Development Standing Committee (WDSC)

In order to ensure women's participation and implementation and monitoring of GAP activities, each target CC will form a Gender Committee headed by a female Ward Councilor in phase 1. The committee will coordinate gender related issues and will perform its GAP work as per the terms of reference (TOR). The Gender Committee is expected to continue its work even after the completion of the project.

The composition of the WDSC is presented in Table 6.1.

Table 6.1 Composition of the Gender Committee

Member	Position	Description
Female Ward Councilor	Chairperson	Subject to replacement after one or two years according to number of reserved councilors
All other female Ward Councilors	Member	
2 or 3 male Ward Councilors	Member	Subject to replacement after one or two years by rotation
Health officer/ slum development officer/ other concerned staff	Member Secretary	To be nominated by the Mayor

6.4 TOR of Gender Committee

- Hold regular monthly meetings and prepare minutes of the meeting.
- Monitor GAP activities, discuss problems concerned with gender mainstreaming, and assist the CC in preparation of GAP and its inclusion in the PDP.
- Identify the issues related to gender equality, and identify the role of CC including community, government organizations, NGOs regarding gender and GAP activities.
- Presentation of the activities of the Gender Committee in the concerned forums.
- Assist CC in implementation and monitoring of all concerned activities described in the PDP.
- Recommend budget allocation to gender issues.

The notification about the formation of the Gender Committee including terms of reference (TOR) shall be well circulated to all the members of the committee.

6.5 Selection process of Gender Focal Point (GFP)

WDSC will select a Gender Focal Point (GFP) in consultation with the Mayor. The GFP should be a person with vast knowledge and experience in gender issues and women empowerment. GFP will be a member of WDSC. It should be noted that GFP should be a well-respected person regarding to his or her attitudes and polite behavior.

6.6 TOR of GAP

- To take a lead role for GAP preparation and follow up implementation of GAP accordingly
- To organize regular meetings of Women Development Standing Committee and preserve the meeting minutes as per GAP.
- To take initiative to observe national and international days like 8th March and Human Rights Day etc.
- To ensure gender related agenda in CC meetings
- To ensure women representation of existing committees of CC
- To deal with harassment issues in legal and neutral way
- To ensure the budget allocation for implementation of GAP activities

6.7 Follow-up ensuring female representation in WLCC and CSCC

The gender committee shall follow-up the issue of ensuring female representatives in WLCCs and CSCC both existing and those to be established. Ensure inclusion of one third women in formation of CSCC and 40% in formation of WLCC.

6.8 Follow-up ensuring female representation in standing committees

The CC shall ensure adequate representatives of women in standing committees, while such committee will be established. The CC shall also keep provision of at least one female in the list of Panel Mayor.

6.9 Implementation Schedule

All activities of GAP would be included in the implementation schedule, such as, Selection of GFP, Progress sharing/quarterly meeting, Monitoring and Assessment report and Annual Report Submission. The format is attached in Appendix 4.

6.10 Process of GAP Preparation

- WDSC will collect the basic data of men women ratio by department, representation of women in decision making process, harassment issues, promotion of women staff, equal wages, representatives of different committees, maternity leave, day care centre/ breast feeding facilities etc.
- After analyzing the data, WDSC will organize a general meeting with the head of the departments, representatives of the Standing Committees and NGO representatives. Mayor will play an advisory role for this meeting.
- Based on the data analysis, appropriate initiatives will be undertaken in the GAP in accordance with the instruction of PCO, GES and USGEAP of LGED which is attached in Appendix 1 and 2. Attached sample format of GAP will be followed as prescribed format.

6.11 Development of Gender Action Plan

Each CC will continue to develop annual Gender action plan after the completion of project period. Attached GAP Matrix format will be followed during the development of action plan as shown in Appendix 5.

6.12 Allocation of Budgets

City Corporation will allocate required budgets and continue to make the budget allocation for the GAP activities after completion of the project. You may find the sample budget attached as in Appendix 6.

6.13 Preparing progress and final report

WDSC will prepare the quarterly and annual report and meeting minutes to City Corporation. In this regard, GFP will play a lead role to prepare the reports. A sample report structure is attached here as Appendix 7.

Annex I Gender Equity Strategy of LGED

Summary

The LGED's Gender Equity Strategy (GES) identified nine (9) strategic issues to be addressed in the respective sector wise gender action plans. The strategic issues are discussed hereunder.

(1) Policy adoption

All sectors, units and projects of the LGED shall prepare their own gender action plan and implementation guidelines in accordance with the Gender Equity Strategy of the LGED. The gender action plans and implementation guidelines will be reviewed by the gender and development forum (GDF) of the LGED, and revised where necessary

(2) Institutional arrangement

A gender and development forum (GDF) is established in the LGED as the main executive body for the implementation of the Gender Equity Strategy. For the sake of good governance, the GDF shall have a written or specific constitution and operation manual/bylaws. Every units and projects of the LGED shall prepare their own action plans where the GDF shall provide required advice and guidance. The GDF shall review all gender-related documents including each action plan, and coordinate with all sections and units of the LGED, and establish required communication for all gender related activities.

(3) Data/information collection, monitoring and evaluation

Irrespective of sources of spheres and activities, collected data and information at all level and all projects shall be gender disaggregated (gender sensitive). In this case, format prepared by the GDF containing key indicators shall be used. The respective project can use any other format with different indicators to meet the project requirement. Collected data/information shall be sent to GDF bi-annually. Based on this information/data, the GDF shall prepare database, through which all gender-related matters shall be monitored and evaluated. At the same time, GDF shall prepare and publish annual and any other reports using this information and shall prepare plans relevant to this. Special attention shall be given to ensure use of information technology in all respects.

(4) Infrastructure development

The infrastructure to be constructed by the LGED shall be gender-friendly. For this purpose, it is to be ensured that the separate essential facilities in all infrastructures have been incorporated in design and drawing and implemented strictly in accordance with the provision of the plan. Planning and design unit shall take necessary measures.

(5) Employment and working-environment

(a) Employment

An action plan shall have to be prepared for future employment in LGED with a view to reduce the existing difference of men and women ratio at work. In this case, the works which are more suitable for the women and the posts for those works can be kept reserved for them at higher ratio. Similar approaches may be adopted in case of employment opportunities created for development works. At the same time, needs-based training and other allied facilities may be increased so that women can acquire skills within a short time in their work fields, including self-employment. Necessary measures have to be taken for increased employment of women in development works and in establishment of equity in wages.

(b) Working-environment

Measures have to be taken to improve working environments for women in the LGED in possible areas where there is scope for such improvement.

There shall be an “internal review and resolving/mitigation committee (IRRC)” under the supervision of the GDF, which will review physical, mental and sexual harassment of personnel and beneficiary women at work places. If there is such occurrence, the IRRC will analyze the complaints of the aggrieved person as per prevailing national laws. The committee will cooperate so that the aggrieved person can receive help from the proper legal assistance as per prevailing national laws.

(6) Training

After identifying expandable working fields for women, the provision of necessary training to them shall be ensured. Gender sensitive training needs shall be identified in conformity with LGED’s activities, and potential human resources will be developed by imparting training on management including training on gender and capacity building by expert trainers.

(7) Participation

The active participation by women shall be ensured in all fields. GDF shall play the lead role in ensuring women’s active participation by establishing appropriate environments and providing strategic directives.

(8) Empowerment

Areas for women’s empowerment at all levels of LGED (e.g. training, information and technology, income, heredity, loan, right of full control on achieved assets) shall be identified and their ratio of inclusion will be decided through proper analysis of appropriateness. At the same time, priority shall be given to the selection/placement of women at a considerable rate for ensuring active and effective representation in the decision-making process at all levels particularly for any organization/committee/group. Where applicable, it can be clearly mentioned in project documents or additions made during implementation at a considerable rate for selection/placement of women. In all cases, matters related to allied facilities, creation of scope, provision of equal wages, security etc. shall be given special attention; and to ensure those issues, necessary criteria shall be incorporated in any project agreement or tender documents fixed.

(9) Financing

LGED’s planning and administration unit shall adopt necessary measures to ensure regular fund flow from the government and development partners for the preparation of gender sensitive budgets and their implementation after identifying fund allocation/areas demanding finance for implementation of the gender equity strategy and its institutionalization agenda.

In order to develop gender-sensitive human resources at all sectors and in all activities of LGED, allocated budgets for training in the Annual Development Programme (ADP) shall be distributed proportionately for gender-related training through the LGED training unit.

While formulating a project, necessary budget provisions shall be made for undertaking gender-related activities. Projects shall have to be prepared in cooperation with the government and development partners keeping budget provision in favor of GDF, and also while conducting study/evaluations.

Annex II Urban Sector Gender Equity Action Plan of LGED

Summary

As the UGIAP of the CGP is related to the urban sector, the Urban Sector Gender Equity Action Plan (USGEAP), the latest set of activities of urban gender equity which was finalized on 17 July 2013 by the LGED, are highlighted below as a reference.

(1) Policy adoption

- Preparation of gender equity action plan of urban sector based on the gender equity action plan of LGED, which was prepared following the national women development policy- timeframe: by June 2013.
- Preparation of implementation guideline for gender equity action plan of urban sector and implement accordingly- timeframe: by December 2013.
- Contribute in review of LGED gender equity strategies subject to any amendments of national women development policy 2011- timeframe: as applicable.
- Review and evaluate the gender equity action plan of urban sector and implementation guideline- timeframe: as applicable.
- Update the gender equity action plan of urban sector and implementation guideline - timeframe: as applicable.

(2) Institutional arrangement

- Create a permanent post of gender development officer in urban governance unit.
- Specify the respective local government institution and project based focal point- timeframe: by June 2013.
- Contribute in preparation of the constitution and bylaws of LGED gender development forum- timeframe: as applicable.

(3) Data/information collection, monitoring and evaluation

(a) Data/information collection

- Collection of male-female segregated data/information through the format as developed by gender development forum- timeframe: twice in a year.
- Assembling of collected data/information- timeframe: twice in a year.
- Send the assembled data/information to forum- timeframe: twice in a year.
- Assist in preparation of format containing significant indicators by gender forum- timeframe: as applicable.

(b) Monitoring and evaluation

- Contribute in monitoring and evaluation of gender issues of urban development sector to be done by gender development forum- timeframe: as applicable.
- Assist gender development forum in preparation and publication of annual or other reports and plan in this regard- timeframe: as applicable.

(4) Infrastructure development

- Include necessary facilities required for women in preparation of plan & design in order to ensure women friendly infrastructure and facilities most essential for women to be implemented under the projects- timeframe: shall continue.
- Ensure preparation of design and implementation, operation & maintenance considering necessary facilities (toilet, waiting room, ticket counter etc.) for women in bus terminal and markets- timeframe: shall continue.

- Keep the places reserved for shops for women in the kitchen and other markets-
timeframe: shall continue.

(5) Employment and working-environment

(a) Employment

- Assist in preparation of future recruitment plan of LGED- timeframe: as applicable.
- Reduce the existing discriminations of male-female ratio in all works under the projects- timeframe: shall continue.
- Engage women in construction of LGED and CC infrastructure- timeframe: shall continue.
- Create opportunities to implement ‘equal-wage’ for equal work in case of male and female labourers- timeframe: shall continue.
- In order to increase women employment, identify income generating activities suitable for them to engage them- timeframe: shall continue.

(b) Working-environment

- Keep provision of women friendly facilities (separate shades, toilets, day-care) for the female labourers engaged in infrastructure construction- timeframe: shall continue.
- Ensure women friendly facilities (e.g. waiting room, toilets, day-care centre etc.) in other work places- timeframe: shall continue.
- Implement LGED guidelines on maintaining discipline/social safety/sexual harassment prevention- timeframe: shall continue.

(6) Training

- Organize orientation programme on gender issues for urban sector Project Directors, Deputy Project Directors and other officers- timeframe: shall continue.
- Assess training needs consisting with urban development sector activities- timeframe: shall continue.
- Preparation of gender related appropriate training programme & manual and arrange training coordinating with LGED’s training programme- timeframe: shall continue.
- Organize trainers group having special knowledge on “gender equity”- timeframe: shall continue.
- Include gender related issues in relevant training of urban sector-timeframe: by December 2013.
- Undertake income generating training for women working under the project- timeframe: shall continue.

(7) Participation

- Ensure participation of female councilors and female officers/staff in preparation of plans for CC development activities- timeframe: shall continue.
- Ensure effective participation at all levels of preparation of project/sub-projects-
timeframe: shall continue.
- Keep opportunities for more participation of women in project/sub-projects implementation- timeframe: shall continue.
- Ensure participation of women in income generating activities- timeframe: shall continue.

(8) Empowerment

- Identify the areas of women empowerment at all levels of project/sub-projects implementation.

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- Provide project assistance to include one third women in formation of CSCC and 40% in formation of WLCC- timeframe: shall continue.
- Involve women at equally ratio in social development plan preparation, implementation and monitoring- timeframe: shall continue.
- Add supportive facilities for women laborers in tender documents- timeframe: shall continue.
- Monitor the issue of reservation at least one post in CC Mayor Panel for female councilor- timeframe: shall continue.
- Give directions by the project regarding inclusion of women in various committees of CC- timeframe: shall continue.
- Allocate particular places to women traders in kitchen markets and other markets- timeframe: shall continue.

(9) Financing

- Formulate projects with support from government and development partners considering gender related activities and provision of necessary funds on this area- timeframe: shall continue.
- Ensure allocation of required budget considering gender related activities in all components of project- timeframe: shall continue.

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Annex III Sample format of the Gender Action Plan

Activities under the gender strategies	Indicators	Time-frame	Responsibility	Assumptions/ Comments
1. Policy Adoption	-----	-----	CEO/ PCO, PIU, GICD	
2. Institutional Arrangement	-----	-----	Mayor/PCO/ GICD	
3. Data/ Information collection, Monitoring & Evaluation	-----	-----	The Gender Committee (Social Welfare and the Community Center Standing Committee), GICD /PCO	
3.a Data / Information collection				
3.b Monitoring and Evaluation	-----	-----	The Gender Committee (Social Welfare and Community Center Standing Committee), GICD	
4. Infrastructure Development	-----	-----	SE, PCO, Design Unit	
5 Employment and Working Environment	-----	-----		
5.a Employment	-----	-----	CEO, PIU	
5.b Working Environment	-----	-----	GFP,PCO,GICD	
6. Training	-----	-----	The Gender Committee (Social Welfare and	

Activities under the gender strategies	Indicators	Time-frame	Responsibility	Assumptions/ Comments
			Community Center Standing Committee), GICD	
7.Participation	-----	-----	The Gender Committee (Social Welfare and the Community Center Standing Committee)	
8. Empowerment	-----	-----	The Gender Committee (Social Welfare and the Community Center Standing Committee)	
9.Financing	-----	-----	PCO, PIU, GFP	

Checked by Project Director:

Approved by Mayor:

A Final Review

Annex IV Implementation (Gantt chart) schedule

SL	Actions	Person in charge	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
	<<Example>>													
	Selection of GFP													
	Progress sharing/quarterly meeting													
	Monitoring and Assessment report													
	Annual Report submission													
	Training on Gender Equality for staffs													
	International women Day observation													
	Observe International Day for the Elimination of Violence Against women and Human rights day													
	Produce IEC materials													

Annex V Gender Action Plan of CGP

Activities under the gender strategies	Indicators	Time-frame	Responsibility	Assumptions/Comments
1. Policy Adoption				
1.1 Preparation of CGP's Gender Equity Action Plan on the basis of Urban Sector's Gender Equity Action Plan and LGED's Gender Equity Strategy, which is prepared based on National Women Development Policy 2011	CGP's Gender Equity Action Plan is prepared	February 2014	PCO/PIU/GICD consultant	
1.2 Preparation of implementation guideline for CGP's Gender Equity Action Plan and implementation.	Implementation guideline is prepared	February 2014	PCO/PIU/GICD consultant	
1.3 Review and evaluate CGP's Gender Equity Action Plan and implementation guideline	Review and evaluation is done	June 2015	PCO/PIU/GICD consultant	
1.4 Updating of CGP's Gender Equity Action Plan and implementation guideline	Action Plan and implementation guideline is updated	June 2015	PCO/PIU/GICD consultant	
2. Institutional Arrangement				
2.1 Select PCO and PIU based Gender Focal Point	Number of Focal Point	June 2014	PCO/PIU/GICD consultant	
2.2 Select CSCC and WLCC based Gender Focal Point	Number of Focal Point	June 2014	PIU/GICD consultant	
2.3 Formation of Gender Committees headed by the Female Ward Councilor in all participating CC	<ul style="list-style-type: none"> • Gender Committees established • Date of gender committee formed 	June 2014	PIU/GICD consultant	
2.4 Hold quarterly meeting of Gender Focal Point and Gender Committee	Number and date of meeting held	Continue	PCO/PIU/GICD consultant	
2.5 Prepare and update Gender Action Plan (GAP) and include in CC Development Plan (PDP)	Prepared and updated GAP and included in PDP	June 2015	PCO/PIU/GICD consultant	

Activities under the gender strategies	Indicators	Time-frame	Responsibility	Assumptions/Comments
2.6 Maintain horizontal and vertical linkage on gender related issues through participating/inviting workshop/meetings/training/ campaign etc.	<ul style="list-style-type: none"> • Number of events held • Number of invitees • Number of participants from CC 	Continue	PIU/GICD consultant	
2.7 Ensure equal services to women extended by women	<ul style="list-style-type: none"> • Number of women received services 	Continue	PIU/GICD consultant	
2.8 Undertake programmes (rally, distribution of leaflets, workshop/seminar/discussion meetings, publications through electronic and print media etc.) for raising awareness on gender equity strategies	<ul style="list-style-type: none"> • Number of rally held • Number of leaflets • Number of other events 	Continue	PIU/GICD consultant	
Data/Information Collection, Monitoring & Evaluation				
2.9 Data/Information Collection				
2.9.1 Collection of gender segregated data/Information through the format as prepared by the project as well as by Gender and Development Forum (GDF)	Data/Information collected	Twice in a year	PCO/PIU/GICD consultant	
2.9.2 Analysing of collected data/Information	Data/Information analysed	Twice in a year	PCO/PIU/GICD consultant	
2.9.3 Prepare report on the analysed data/Information to PCO and GDF respectively	Report prepared	Twice in a year	PCO/PIU/GICD consultant	
2.9.4 Send the report on the analysed data/Information to PCO and GDF respectively and to other concerned authority.	Report sent	Twice in a year	PCO/PIU/GICD consultant	
2.10 Monitoring & Evaluation				
2.10.1 Contribute in monitoring & evaluation (M&E) of gender related issues of the project and assist in M & E while conducted by GDF, PCO & PIU	Contributed in monitoring & evaluation	As applicable	PCO/PIU/GICD consultant	
2.10.2 Assist in preparation, publish of annual or other reports with specific recommendation and preparation of relevant plans accordingly	Assisted in preparation, publish of annual or other reports and preparation of plans	As applicable	PCO/PIU/GICD consultant	

Activities under the gender strategies	Indicators	Time-frame	Responsibility	Assumptions/Comments
3. Infrastructure Development				
3.1 Inclusion of facilities (toilet, waiting room, prayer room, ticket counter, drinking water, day care centre etc.) required for women in preparation of planning and design the infrastructure to be built under the project, where applicable to make such infrastructure women friendly and ensure most essential facilities for women	Number of facilities for women in planning & design of infrastructure development	Continue	PCO/design unit	
3.2 Preparations of design considering facilities (toilet, waiting room, prayer room, ticket counter, drinking water etc.) required for women in bus terminal and market and ensure implementation, operation & maintenance.	Number of infrastructure included required facilities; Ensured operation & maintenance	Continue	PCO/PIU/GICD consultant	
3.3 Keep space/shops earmarked for women traders in kitchen market and other markets	Number of shops earmarked for women traders	Continue	PCO/PIU/GICD consultant	
3.4 Ensure implementation of the facilities	Number of facilities implemented	Continue	PCO/PIU/GICD consultant	
3.5 Ensure proper operation and maintenance to keep the facilities usable around the year	Number of facilities that ensured O&M	Continue	PCO/PIU/GICD consultant	
4. Employment and Working Environment				
4.1 Employment				
4.1.1 Assist in preparation of future recruitment plan of CC in order to minimise the gap of male-female ratio of the employed CCTaff	Assisted in preparation of recruitment plan	If applicable	PIU	
4.1.2 Identify existing discriminations of male-female ratio in all works under the project and assist to reduce such discriminations	male-female ratio	Continue	PCO/PIU/GICD consultant	

Activities under the gender strategies	Indicators	Time-frame	Responsibility	Assumptions/ Comments
4.1.3 Inclusion of women in infrastructure construction by the project at least by 20%	<ul style="list-style-type: none"> • Number of women engaged • male-female ratio 	Continue	PCO/PIU/GICD consultant	Impose condition in tender document
4.1.4 Create opportunities to implement 'equal-wage' for equal work in case of male and female labourers.	<ul style="list-style-type: none"> • male-female wage ratio 	Continue	PCO/PIU/GICD consultant	Impose condition in tender document
4.1.5 Include the gender sensitive clause on women employment in the tender document for contractor to ensure effective implementation and discuss the issue in pre-bid meeting	Gender sensitive clause included	Continue	PCO/PIU/GICD consultant	Impose condition in tender document
4.1.6 In order to increase women employment, identify suitable income generating activities to engage them	Number of women engaged in identified activities	Continue	PCO/PIU/GICD consultant	
4.2 Working Environment				
4.2.1 Keep provision of women friendly facilities (separate shades, toilets, day-care) for the female labourers engaged in infrastructure construction	Number of works having women supportive facilities	Continue	PCO/PIU/GICD consultant	Impose condition in tender document
4.2.2 Ensure women friendly facilities (e.g. waiting room, toilets, day-care centre etc.) in other work places	Number of work places ensured women supportive facilities	Continue	PCO/PIU/GICD consultant	Necessary action to be taken based on the evaluation of facilities
4.2.3 Take necessary measures for maintaining discipline/social safety/ sexual harassment prevention	Implemented necessary measures	Continue	PCO/PIU/GICD consultant	
4.2.4 Include the gender sensitive clause for maintaining working environment in the tender document for contractor to ensure effective implementation and discuss the issue in pre-bid meeting	Gender sensitive clause included	Continue	PCO/PIU/GICD consultant	
5. Training				

Activities under the gender strategies	Indicators	Time-frame	Responsibility	Assumptions/ Comments
5.1 Assess training needs corresponding with CGP provision	Training need assessed	Continue	PCO/PIU/GICD consultant	Need to emphasise on balanced opportunities
5.2 Preparation of gender related appropriate training programme & manual and arrange training coordinating with LGED's training programme	Training programme is prepared, Number of manuals, Number of completed training	Continue	PCO/PIU/GICD consultant/ Training Unit	Subject based training manual to be prepared
5.3 Organize trainers group having special knowledge on "gender equity" and gender action plan	Trainers group is organized and number of trainer	Continue	PCO/PIU/GICD consultant/ Training Unit	
5.4 Include gender related issues in each relevant training of CGP as stipulated in DPP	Number of training courses included gender related issues	February 2014	PCO/PIU/GICD consultant/ Training Unit	
5.5 Consider the gender issue in selection of trainees for the training of CGP	% of women trainees	February 2014	PCO/PIU/GICD consultant/ Training Unit	
5.6 Undertake income generating training (tailoring, vegetable gardening, poultry & livestock rearing & vaccination etc.) for women working under the project	Number of women participated in income generating training	Continue	PCO/PIU/GICD consultant/ Training Unit	Income generating training manual to be prepared
6. Participation				
6.1 Identify the area and scope of women participation (various committee, training & exposure visit, sub-project identification, planning, implementation and O & M)	Number of participated women	Continue	PCO/PIU/GICD consultant	
6.2 Ensure participation of female councilors and female officers/staff in preparation of plans for CC development activities.	Number of participated women	Continue	PCO/PIU/GICD consultant	
6.3 Ensure effective participation at all levels of preparation of project/sub-projects	Number of women participated in preparation of project/sub-projects	Continue	PCO/PIU/GICD consultant	

Activities under the gender strategies	Indicators	Time-frame	Responsibility	Assumptions/Comments
6.4 Keep opportunities for more participation of women in project/sub-projects implementation	Ratio of male-female in project implementation	Continue	PCO/PIU/GICD consultant	
6.5 Ensure adequate representatives of women in CSCCs and WLCCs in all participating CC	Ratio of male-female in CSCC and WLCC	Continue	PIU/GICD consultant	
6.6 Ensure adequate representatives of women in standing committees	Ratio of male-female in standing committee	Continue	PIU/GICD consultant	
6.7 Ensure participation of women in income generating activities	Number of women engaged in income generating activities	Continue	PCO/PIU/GICD consultant	Gender supportive guideline for income generating programme to be prepared and implemented
7. Empowerment				
7.1 Identify the areas of women empowerment at all levels of project/sub-projects implementation	Number of women empowerment areas identified in project/sub-projects		PCO/PIU/GICD consultant	Organize training to identify women empowerment areas
7.2 Ensure inclusion of one third women in formation of CSCCs and 40% in formation of WLCCs	Number of women included in CSCC Number of women included in WLCC	Continue	PCO/PIU/GICD consultant	
7.3 Involve women at equally ratio in social development plan preparation, implementation and monitoring	Male-female ratio	Continue	PCO/PIU/GICD consultant	
7.4 Add supportive facilities for women labourers in tender documents	Number of sub-project included facilities for women labourers in tender documents	Continue	PCO/PIU/GICD consultant	
7.5 Monitor the issue of reservation at least one post in CC Mayor panel for female councillor	Number of women reserved in Mayor panel	Continue	PCO/PIU/GICD consultant	

Activities under the gender strategies	Indicators	Time-frame	Responsibility	Assumptions/Comments
7.6 Give directions by the project regarding inclusion of women in various committees of CC	Number of women in various committees	Continue	PCO/PIU/GICD consultant	
7.7 Allocate particular places to women traders in kitchen markets and other markets	Number of women allotted place/shops	Continue	PCO/PIU/GICD consultant	
8. Financing				
8.1 Identify the area of financing for implementation/ institutionalization of gender equity action plan of CGP	Number of area identified	Continue	PCO/PIU	
8.2 Prepare gender sensitive budgets for implementation of CGP	Number of sub-projects prepared in CGP considering gender & development activities	Continue	PCO/PIU	
8.3 Ensure allocation of required budget considering gender related activities in all components of project	Amount of money budgeted for gender & development activities	Continue	PCO/PIU	

Annex VI Sample Budget Format for GAP

**City Governance Project
Gender Initiatives
Budget for Gender Action Plan Implementation (2015-2016)**

sl	Name Of Activity	Activity Details	Unit/Batch/Days	Unit Cost (tk)	Total Amount	Responsible Person	Time Frame				Remarks
							1st Qrt	2nd Qrt	3rd Qrt	4th Qrt	
1	Quarterly Progress Sharing Meeting										
	Daylong event for 4 times	10 members of Gender Committee (Social Welfare and Community Center standing Committee)	4 Meetings			Gender Committee					
	Food for One day for 4 Meeting	One time snacks for 10 Person for 4 Days	40	30	1200						
		Lunch-300/Person*40	40	300	12000						
	Logistics	Note pad, Pen, Printing Materials, VIPP Card, Poster Paper, Marker etc ;40/ Person	40	100	4000						
					Sub Total=	17200					
2	International Day Observance (8 March)										
	Rally					Gender Committee					
	Snacks for 500 Packs	500 packs; 30 tk/Packs	500	30	15000						

	IEC Materials		1	5000	5000						
	Logistics	Banner/ Festoon/ Leaflet etc			5,000						
	Documentation and Reporting	Printings, Bindings, Photocopy etc			500						
					Sub total=	25500					
3	International Day for Eliminating Violence Against Women and Human rights day observation										
	Rally										
	Snacks for 500 Packs	500 packs; 30 tk/Packs	500	30	15000						
	IEC Materials		1	10000	10000						
	Logistics	Banner/ Festoon/ Leaflet etc			5,000						
	In house discussion/ Talk show	Snacks for 30 person	30	50	1,500						
	Documentation and Reporting	Printings, Bindings, Photocopy etc			500						
					Sub Total=	32000					
			Total=		74700						

Annex VII Sample Report Format for GAP

- Title of the Report: Workshop/ Meeting/ Training on Gender
- Introduction:
- Purpose of the report:
- Brief report of the events:

S L	Name of the Events:	Objectives	No. of the Participants	Discussion point of the events	Decisions of the events	Specific comments by Discussants	Remarks

- Necessary Action :
- Output/ Result:
- Challenges:
- Lessons Learned :
- Conclusion:
- Closing Remarks:

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AFinal_February 2018