



Gender Mainstreaming Municipal Policy

Initiatives and Accomplishments

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December 2015



This booklet was produced in the framework of a community action project lasting 3.5 years, implemented jointly by Adva Center, Injaz Center and the Union of Mayoral Advisors on the Status of Women. Additional partners to the project: Itach-Ma'aki, Naamat, and JDC-Israel.



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The project was made possible thanks to the generous support of the European Union, Cordaid (Holland), The National Council of Jewish Women (USA), The Jewish Women's Foundation of New York, The Jewish Women's Foundation of Metropolitan Chicago, The Tikkun Olam Women's Foundation of Greater Washington, and the Greater Miami Jewish Federation Women's Amutot Initiative.



Greater Miami Jewish Federation
Women's Amutot Initiative

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Adva would like to thank The New Israel Fund for its ongoing support

Introduction: Gender Mainstreaming and Gender Auditing of Budgets

In recent decades, gender mainstreaming has become an integral part of national and municipal policy making. Gender mainstreaming advances gender equality by integrating a gender perspective into the processes of policy making, planning and allocation of budgets and resources. The goal is to take the impediments, experiences, and needs of men and women into consideration in the planning, implementation and monitoring processes of all political, economic and social areas of life so that both men and women stand to gain.

One of the main ways to advance integration of a gender perspective is gender budgeting.

This method uses an audit of the budget as a means to expose patterns of inequality in the distribution of resources, as well as their correspondence with the unique needs of men and women, boys and girls. Gender budgeting facilitates a more efficient allocation of funds to social services, increases the transparency of budgeting processes, and deepens the public's democratic involvement in these processes.

Municipal budgets, like the State budget, are perceived to be a neutral income and expenses log. There is hardly any direct reference to women or men. Yet, the budget is by no means neutral: It is a tool for distributing resources that reflects certain priorities. Women and men from various population groups are situated in different positions in society, the job market and the family, and these have different repercussions on their needs and roles.

Women and men as well as members of different population groups consume public services including education, health and welfare in different ways and frequencies; therefore, budgeting has a different effect on women and men.

Since 1997, Adva Center has been leading the effort to integrate a gender perspective into public policies and municipal and state budgeting in Israel. In so doing, Adva combines community action work, research and advocacy.

Based on the experience accumulated in Israel and abroad, Adva Center developed a guide for gender analysis of the budgets of local authorities. The guide provides the following 3 models: (1) analysis of specific municipal projects and programs from a gender perspective; (2) cross-sectional budget analysis of the monies allocated to designated groups of residents, from a gender perspective; and (3) gender analysis of employment patterns, wages and participation in decision-making processes in the local authority.

The complete guide is available at:

[+ http://adva.org/wp-content/uploads/2015/01/how-to-conduct-a-gender-audit3.pdf](http://adva.org/wp-content/uploads/2015/01/how-to-conduct-a-gender-audit3.pdf)

In this booklet we will present a number of examples of how a gender perspective can be integrated into policy making and municipal budgeting. The examples are based on projects implemented in regional and municipal authorities between 2012 and 2015. These projects demonstrate a variety of methods that can be used to make local policy more attuned to the needs of all community members.

Gender mainstreaming projects on the local level followed two formats:

1. Bottom-up: Civic initiatives of residents and social activists. These initiatives were initiated and implemented in the framework of a 3.5-year project: **Promoting Gender Equality in Local Authorities**. The project, which encompassed 20 women's groups country-wide, was jointly implemented by Adva Center, Injaz Center إنجاز –، and the Union of Mayoral Advisors on the Status of Women. Project participants engaged in a training course centered on social economics and gender budgeting, with an emphasis on local policy making and its implications for women. In the second stage of the project, the women's groups, mentored by community action workers from Adva and Injaz, designed and implemented projects for the promotion of gender equality. The project operated in the following local authorities:

Abu Snan	Fasuta	Sderot
Ashkelon	Kafr Kana	Shfaram
Ara-Ar'ara	Kafr Qassem	Tirat HaCarmel
Baqa'a al Gharbiyya	Netanya	Tur'an
Bat Yam	Or Akiva	Umm al Fahm
Beer Sheba	Peqi'in	Yarka
Beit Jann	Qiryat Gat	
Dimona	Rehovoth	

Project website:

[+ genderlocal.org](http://genderlocal.org)

2. Top down: Joint initiatives with decision makers. At the end of 2013, Adva Center established **GEMI - The Israel Gender Mainstreaming Institute**. The goal of the Institute is to guide local authorities in the process of integrating a gender perspective into their work.

Activities in local authorities have registered accomplishments in three main categories:

- A. Increasing women's representation in decision making bodies;
- B. Creation of new services;
- C. Improvement of existing programs and services;

Following are some examples of achievements in each of these categories.

Increase in women's representation on decision-making bodies

Establishment of "Key Women in the City" Forum in Netanya

Thanks to the work of Netanya's female mayor, who instituted affirmative action in all municipal bids, women and men are represented in equal numbers in senior management roles in the municipality. Nevertheless, women are still the minority on the boards of municipal corporations and associations, as well as in managerial positions in these organizations. The situation is similar in local elected bodies: of the 27 members of the City Council, only 4 are women (in addition to the mayor).

The Netanya group identified the importance of equal representation for women as critical to the advancement of gender-sensitive policies and set increasing women's representation as a goal. During 2014, group members gathered data and mapped the number and positions of women who served on decision-making bodies and in influential roles.

They found that:

1. 53% of senior managers in the municipality were women.
2. 22-50% of members of boards and senior management of municipal corporations were women:

Board of Directors of the Culture Hall Association	50%
Board of Directors of the Tourism Association	50%
Board of Directors of Netanya's Development and Tourism Company Inc.	46.7%
Board of Directors of the Promotion of Sports Company	44.4%
Board of Directors of Netanya Water Corporation	44.4%
Board of Directors of Netanya's Informal Education Association	37.5%
Board of Directors of the Community Administration – East	25%
Board of Directors of the Community Administration – South	25%
Board of Directors of "Hadar" Senior Citizens' Association	22%

3. **Less** than 30% of members of the City Council and municipal committees combined were women. Women constituted only 18.5% of City Council members.

The Netanya group members also analyzed the main obstacles facing women elected officials. They conducted in-depth interviews with three of the four City Council members and found a number of recurring issues:

- ➔ Lack of awareness of and absence of appropriate responses to the needs of mothers. For example, in the absence of employment relations (City Council members are volunteers), maternity leave is not institutionalized and female City Council members must continue to attend committee meetings in order to safeguard their positions.
- ➔ "Double Shift" – The implication of the responsibilities placed on mothers as primary caretakers (in most cases). This additional burden affects women's ability to be flexible with their work hours, and the obligations that come with motherhood contribute further to the under-representation of women on the City Council.
- ➔ Networking and male politics – The difficulties of becoming active in political parties dominated by male discourse and exclusionary practices.
- ➔ Scarcity of relevant role models – The presence of more women in senior positions may inspire additional women to participate in politics.
- ➔ Limited access to capital – women's earning potential is lower than men's and thus their access to capital is limited. A position in the City Council is very demanding and is performed without remuneration.

Result: Establishment of "Key Women in the City" Forum in Netanya

The Forum was established in May 2015 in order to provide women who wish to influence and participate in decision-making a framework for joint action, exchange of information and mutual support. An additional goal was to assist women to overcome the obstacles they face on their way to assuming decision-making roles and to persevere in those positions over the long term.

The Forum includes over 60 women municipal employees, elected officials, and activists from various population groups. It is divided into four task forces, each focused on a different issue, as follows:

- ➔ Increasing women's representation and influence on boards and in senior management roles in municipal corporations and associations. This is to be achieved, inter alia, by the operation of a Directors Training Course, scheduled to begin in 2016 in cooperation with Bar Ilan University and the Netanya municipality.
- ➔ Integrating more women into municipal committees, both as members and as observers.
- ➔ Incorporating Adva Center training courses on gender budgeting of municipal budgets and services into the City's Human Resource Department's curricula for municipal managers.
- ➔ Promoting gender education and empowerment of girls, teens and young women in the relevant municipal units.

Creation of new services

A library for parents and children in Fasuta

Currently toddlers and young children in the Christian Arab village of Fasuta have no framework or available space for leisure time activities. The members of the Fasuta women's group decided to advance establishment of a community library that would provide the village's children a safe framework and space for their afternoon activities. The plan is that the library will also serve as a meeting place for the parents (particularly mothers) and will contribute to the budding cultural scene in the village developed as a part of current local authority policy.

For that purpose, group participants gathered data about leisure time activities in the village and in its vicinity through:

- ➔ Meetings with leading figures in the local authority, including the Head of the Local Council and the Director of the Sports, Culture and Education Association;
- ➔ Visits to playrooms and libraries in neighboring communities to examine various models of operation;
- ➔ Survey of the community's parents about their leisure time needs.

Based on the information they collected, the women drafted a plan for the establishment and operation of the library, including potential cooperation with the village's senior citizens' club. Group members approached the Local Council for funds and a structure for the library. The work plan was presented to the mayor.

A jogging track in Kfar Kassem

In the Moslem town of Kfar Kassem there are very few playgrounds and parks. In addition, the available public space in the town is largely dominated by men. Women's presence in the streets and coffee shops does not reflect their percentage in the population. The women of the town have no place to gather with their children to play or engage in sports activity.

The local women's group located an appropriate place at the entrance to the town for a park and a circular jogging track. They presented their idea to the Mayor and the town's engineer and enlisted the support of a number of City Council members. In parallel, the town's women began to hike together in the area planned for the track. As a result, the City Council approved the plan and complied with the local women's group's request that the park and trail be designed by a women landscape engineer who would take into account the unique needs of women.

Infrastructure projects in local authorities generally require matching funds: the central government matches the amount allotted by the local authority. Yet, many Arab local authorities have limited budgets and are unable to raise the amount to be matched. Therefore, women in the group enlisted a local entrepreneur, who donated the City Council's share, which the government then matched.

The track was opened in 2014 and is used by local women and families daily. Every few months the women's group organizes special events in the park.

Improvement of existing programs and services

Fitting vocational training courses in Beer Sheba with a gender lens

The decision to focus on vocational training courses grew out of the experiences of the Beer Sheba women's group members who wished to improve their workplace skills but found that they had very few options. Women over the age of 45 have a special need for vocational training courses: Their wages are lower than those of men, only a few attain senior positions, and they are laid off earlier than men.

To determine the availability of vocational training courses and the participation rates of women, group members examined data from the Economy Ministry. They found that over the last decade, the Vocational Training Unit at the Ministry had cut budgets for adult training by about 70% (from NIS 159.4 million in 2000 to NIS 44 million in 2011). As a result, there was a significant decrease in the number of courses offered. Furthermore, data revealed that over the past 5 years, women accounted for about a third of participants enrolled in vocational training courses in the Beer Sheba and Central Districts.

Distribution by Gender of Participants in the Economy Ministry's Vocational Training Courses, Beer Sheba and Central Districts

	Total participants	# Women	% Women
2009	949	305	32.1%
2010	681	268	39.3%
2011	1422	478	33.6%
2012	648	213	32.9%
2013 (partial)	241	99	41.0%

Group members tried to understand what was behind the low rates of women's participation. They met with career counselors at the Government Employment Agency, where they found that the majority of courses were in vocations that are stereotypically associated with men, such as electricity and welding. They also found that the majority of counselors did not offer women the full range of courses because they assumed they would not be interested in some of them.

Based on their findings, the group set two goals for change:

- ➔ Adapting the services in the Government Employment Agency so that more women would be encouraged to enroll in the courses available;
- ➔ Integrating gender considerations into the design of the available courses by offering more courses in vocations perceived as "suitable" for women and launching a campaign to encourage more women to enroll.

Group members presented their findings to the Deputy Director of the Southern District in the Economy Ministry and emphasized the importance of integrating a gender perspective into vocational training planning and policy. In addition, the women met with the manager of the Government Employment Agency; the result was that it was decided that working procedures would be fine-tuned so that the career counselors would indeed offer women applicants the full range of vocational training courses. It was also agreed that advertisements for the courses would hereafter be phrased in a manner that applied to both women and men.

Full report of the work of Beer Sheba group:

➔ <http://en.genderlocal.org/groups/beer-sheva/>

Adapting the Or Akiva Cultural Center's programming to women residents

Most of the visitors to the Or Akiva Cultural Center come from out of town. For that reason, the local women's group decided to examine what it was that prevented local women from enjoying the facilities' services. For this purpose, they conducted a survey. They found two main obstacles:

- ➔ High cost of the shows at the Center;
- ➔ Preference for cultural content that is relevant to the residents (the majority are from the former Soviet Union, Morocco and the Caucasus and they find that generally the shows at the Cultural Center do not reflect their preferences).

The findings were presented to the Mayor by a woman City Council member who worked with the group. The results:

- ➔ The municipality began to subsidize a variety of events at the Cultural Center in order to make it more accessible to low-income households;
- ➔ A municipal board of directors was established for the Cultural Center in order to improve the services and examine the possibility of providing additional subsidies. Members of the board included the Mayor of Or Akiva and the chair of the Culture Committee, who also serves as the chair of the Committee for the Promotion of the Status of Women;
- ➔ Two members of the women's group joined the Center's repertoire committee charged with recommending which shows to feature.

Gender Auditing of the Sports Budget of the Mateh Asher Regional Council

A gender audit of the sports budget of Mateh Asher Regional Council was made possible thanks to a number of factors:

- ➔ The process was initiated by the local Mayoral Advisor on Women's Status, who also served as the Deputy Council Secretary, and the Municipal Women's Council after the latter completed an Adva Center Budgets and Gender course;
- ➔ The process was supported by the Mayor;
- ➔ Professional cooperation from the head of the Sports Department was forthcoming.

The work was based on one of the models of gender mainstreaming in local authorities developed by Adva Center. The audit was carried out by Adva Center staff members. Following are the main findings:

Participants in Sports Activities in Mateh Asher:

- ➔ During the 2014-15 year, 33.5% of participants in sports activities sponsored by the local authority were women, while men counted for 66.5%.
- ➔ Analysis of the types of activities engaged in revealed that men preferred basketball, soccer and volleyball, while women opted for gymnastics and a variation of volleyball. Tennis was the only field that involved both men and women.
- ➔ It was further found that as the level of expertise increases – there are fewer women participants. For example: there were 27 women in basketball classes (compared with 252 men) but none at all in the basketball league (composed of 14 men); 17 girls played volleyball in school courses but there was no volleyball team for girls.

Gender Audit of the Sports Budget – Main Findings:

The total sports budget for 2014 was NIS 3.43 million. It came from 3 types of sources:

(1) user payments; (2) subsidies from the Sports Association, the Culture and Sports Ministry and from other Regional Council departments; (3) Mateh Asher Sports Department budget and the budget of the Department for the Advancement of Women.

Public investment in sports (not including user payments): women received about 31% of the total budgets and men were allotted some 69%.

Average allotment per participant Outlays for volleyball constituted about 64% of the total public investment in sports. A male volleyball player in the boys' advanced team was allotted an average of NIS 1,826 – the largest allotment. In the school's volleyball club (77 boys vs. 17 girls); the average budget per participant was NIS 957. The enrichment budget for volleyball totaled NIS 79,000 and was divided equally between 70 boys and 70 girls: NIS 564 per participant.

The next sport in terms of the size of the public investment per participant is soccer – a field entirely dominated by men – with an average allocation of NIS 159 per participant. A similar sum (NIS 158) was invested per participant in tennis, where women constituted some 43% of participants. Throwball (a type of volleyball) was the only sport in which the public investment, which came in its entirety from the budget of the Mayoral Advisor on the Status of Women – NIS 10,000 – went to women.

The implications of the budgeting method on women and girls is evident in volleyball – in Mateh Asher, the volleyball excellence team is for boys only. The budget is based on matching: The National Sports Administration matched the funds allotted by the Regional Council. The Council did not provide matching for a team for girls (because of a budget deficit); therefore the Sports Administration denied the request to fund a girls' team.

Bias in the use of facilities – Who owns the basketball courts? The group found that although the head of the Sports Department organized a women's basketball team and hired a coach, he could not find a court on which the team could practice. The basketball courts were all occupied by the men's team -- so in the end there was no women's team. Since the basketball courts are a public resource, like all other sports facilities, there is a real bias against women.

Objectives for change:

The report's findings, conclusions and recommendations were presented to the Advisor on the Status of Women and to various other officials, in order to draft objectives for changes to be made in the 2016 budget. The recommendations included a re-examination of the criteria for allocating sports facilities, practice and training hours, and transportation to and from the facilities; raising the awareness of girls and women to the importance of sports; conducting an in-depth study of the needs of girls and the allocation of proper funding for them; increasing the allocation to the variation of volleyball played by women from sources other than the budget of the Mayoral Advisor on the Status of Women; adding contests and competitions for girls; and obtaining funding for a women's advanced volleyball team.

The full report:

➔ <http://adva.org/wp-content/uploads/2015/12/genderaudit-matehasher-1.pdf>

Summary:

The work of women to integrate gender mainstreaming into the programming and budgeting of local authorities encourages women to get involved in the design of local policies, understand and become familiar with budgeting and policy-making processes and act as change agents for gender equality in their localities.

The integration of gender mainstreaming into the work of employees and elected officials of local authorities enables them to examine budgeting, planning and implementation processes of municipal programs and services through a gender lens, leading to a better match to the needs of local residents and a more efficient distribution of resources.

The examples presented in this booklet demonstrate the wide range of policy areas that benefit from gender mainstreaming. In addition, they display the various changes this technique can bring about:

- ➔ Increasing women's representation in municipal decision-making bodies;
- ➔ Creating new services in response to needs previously unmet;
- ➔ Performing gender auditing of local services and budgets as a regular procedure;
- ➔ Establishing a new women's group or strengthening an existing group recognized as an advisory body by the local authority;
- ➔ Collaboration between the local authority's employees, City Council members and local women's groups;
- ➔ Use of social economics to advance gender equality and improve the lives of all members of the community;

A major breakthrough in the effort to integrate gender mainstreaming into Israeli policy-making processes took place last year: In October 2014, the Cabinet of Israel decided that all government ministries and agencies shall gradually introduce gender budget auditing into their procedures by 2018. This is the result of many years of continuous efforts led by Adva Center in collaboration with women Members of Knesset and women's organizations. Gender auditing of the state budget is, in fact, a national strategy for narrowing inequalities and increasing the fit between the different needs of women and men, girls and boys, and public resources and services.

The next step is to guarantee that this important technique is fully integrated into the budgeting processes of local authorities that are the primary implementers of government policies in a number of crucial areas that have a direct bearing on the lives and the opportunities available to the residents, such as education and welfare.

Projects Promoting Gender Mainstreaming on the Municipal Level, Mentored by Adva Center and Partners 2008-2015:

Promoting Gender Equality in Local Authorities 2012-2015, in cooperation with Injaz Center and the Union of Mayoral Advisors on the Status of Women:

Or Akiva Women's Group, 2013-2015 – projects:

- ➔ Increase number of women on municipal committees;
- ➔ Adapt content and prices of city's cultural services to women and increase number of women consuming these services;
- ➔ Bring a course on how to start a small business to the locality for the benefit of women aspiring to become entrepreneurs.

Ashkelon Women's Group, 2015 – projects:

- ➔ Increase women's representation in decision-making positions, including in the municipal bureaucracy;
- ➔ Promote job and training opportunities for retired women;
- ➔ Integrate gender equality educational programs into city schools and kindergartens.

Beer Sheba Women's Group, in cooperation with Itach-Maaki Association 2013-14 – projects:

- ➔ Add job training courses for women in the Beer Sheba area; make information on courses available and admission criteria accessible to local women;
- ➔ Establish a home for homeless women from the Beer Sheba area;
- ➔ Reduce the number of water cut-offs and improve the customer service of the private water corporation.

Full report of Beersheba group:

➔ <http://en.genderlocal.org/groups/beer-sheva/>

Bat Yam Women's Group, 2015 – projects:

- ➔ Analyze municipal culture and sports budgets from a gender perspective.
- ➔ Examine women's representation on municipal bodies.

"Reut" Women's Group in Dimona, in cooperation with JDC- Eshel 2015 – projects:

- ➔ Analyze municipal sports budgets from a gender perspective.

Tirat Hacarmel Women's Group 2013-14 – projects:

- ➔ Enable women over the age of 30 to complete subsidized BA degrees at Haifa University;
- ➔ Integrate gender equality education into city schools and other educational frameworks;
- ➔ Enhance infrastructure accessibility for mothers with strollers.

Central Galilee Women's Group, in cooperation with Naamat, 2013-15 – projects:

- ➔ Organize initiatives designed to promote women's work rights in Beit Jann and Peqi'in;
- ➔ Establish a community library for parents and children (0-9) in Fasuta;
- ➔ Create initiatives promoting empowerment for teenage girls in Majdal Shams and Buq'ata.

Netanya Women's Group 2014-15 – projects:

- ➔ Increase women's representation in city policy-making bodies by increasing number of women on the City Council and on municipal committees, executive positions in municipal corporations and non-profit associations;
- ➔ Create a new, accessible, women-friendly walking route in city.

Qiryat Gat Women's Group 2014-15 – project:

- ➔ Create a Hub – a shared workplace for promoting small businesses suited to women needs.

Rehovoth Women's Groups (2 groups) 2014, 2015 – projects:

- ➔ Enable women over the age of 30 to complete subsidized BA degrees at Achva College;
 - ➔ Promote women's job training opportunities;
 - ➔ Offer women financial education opportunities;
 - ➔ Create a unique website providing information on services available in the community to mothers of young children.
-

Sderot Women's Group, in cooperation with Naamat, 2015 – project:

- ➔ Improve municipal maintenance so as to remove impediments to health and safety.
-

Shfaram Women's Group, accompanied by Injaz Center 2013-14 – projects:

- ➔ Increase representation of women on municipal committees; establish Municipal Women's Council as an advisory body to the Mayor.
-

Ara-Ar'ara Women's Group, accompanied by Injaz Center 2015 – project:

- ➔ Integrate "green" standards into municipal policy, including recycling of solid waste.
-

Kfar Kassem Women's Group, accompanied by Injaz Center 2013-14 – projects:

- ➔ Increase representation of women on municipal committees; establish Municipal Women's Council;
 - ➔ Establish a public park and walking-jogging route for women.
-

Yarka Women's Group, in cooperation with Na'amat, accompanied by Injaz Center 2014-15 – project:

- ➔ Obtain a meeting place for the activities of the Women's Municipal Council.
-

Umm al-Fahm Women's Group, accompanied by Injaz Center 2015 – project:

- ➔ Renovate and open a public park and a museum in which arts and crafts of local women are displayed and sold.
-

Baqa al-Gharbiyya Women's Group, accompanied by Injaz Center 2013-14 – project:

- ➔ Obtain a meeting place for the activities of the Women's Municipal Council.
-

Tur'an Women's Group, accompanied by Naamat and Injaz Center 2013-14 – project:

- ➔ Obtain a meeting place for the activities of the Women's Municipal Council.
-

Abu Snan Women's Group, accompanied by Injaz Center 2013-14 – project:

- ➔ Initiate participation of members of the women's group in the meetings of the local authority and the community center.
-

Kfar Kana Women's Group, accompanied by Injaz Center 2015 – project:

- ➔ Allot a parcel of land to be used by the women's group.
-

Student Group from the Social Activism Unit at Tel Aviv University 2015 – projects:

- ➔ Conduct a gender analysis of academic staff ranks and of registration and drop-outs of students in the Faculty of Engineering;
 - ➔ Examine gender segregation of students in the Theater Department;
 - ➔ Perform a gender analysis of the users of public exercise equipment in the city;
 - ➔ Analyze and map gender barriers in housing stipends for students in southern neighborhoods;
 - ➔ Conduct a gender analysis of advertising and marketing campaigns of the various university departments.
-

Tel Aviv-Jaffa Municipality – work with City Treasurer, Mayoral Advisor on the Status of Women and the Youth and Sports Administration, 2013-15

- ➔ The variable "gender" was added to the registration software in the Youth and Sports Administration. This will facilitate collection, disaggregation and gender analysis of the recipients of services;
 - ➔ Analyze the needs of the counselors and coordinators in the community youth centers. It was found that staff needed training and tools to handle confusion concerning sexuality.
-

Mateh Asher Regional Council, cooperation with the Mayoral Advisor on the Status of Women and the Sports Department, 2014:

- ➔ Perform a gender audit of Sports Department budget.

The full report:

➕ <http://adva.org/wp-content/uploads/2015/12/genderaudit-matehasher-1.pdf>

Negev Advisors Forum – Collaborative Project of 20 Jewish and Bedouin Advisors on the Status of Women in Local Authorities in the South of Israel, 2013-15:

- ➔ Nurture employment and entrepreneurship in Bedouin society, including the development of tour routes that visit women's businesses;
 - ➔ Develop the project "Women of the South 2016" – a month of joint events in the south of Israel. The main event will be a fair of women's businesses;
 - ➔ Serve young women better – identify the needs of young women and integrate responses to those needs into the activities of the Mayoral Advisor on the Status of Women. A pilot was conducted in Qiryat Gat with the establishment of a Young Women's Council.
-

Course for Mayoral Advisors on the Status of Women in Local Authorities, in Cooperation with the Union of Local Authorities, 2009 – projects:

- ➔ Kfar Saba – women City Council members brought about a change in the format of the budget, making it easier to read;
- ➔ A gender audit was performed of the budget for adult education;
- ➔ Herzliya and Kfar Saba – a gender audit was conducted of the municipal sports budget. In Kfar Saba a decision was made to reduce the budgets of sports associations that had no women representatives on their management boards;
- ➔ Mevaseret Zion and Kfar Saba – efforts were made to increase the number of women employees in the municipality;
- ➔ Beit Dagan – a budget line was obtained for the activities of the Mayoral Advisor on the Status of Women.

Arrabe: Course in Social Economics and Gender Auditing of the Municipal Budget, in Cooperation with Kayan, 2011

- ➔ The group obtained from the municipality NIS 100,000 for activities for women;
 - ➔ The mayor committed to training Local Council members and senior managers in gender equality, after participants in the women's group pointed out the widespread lack of awareness of gender issues;
-

Courses for Women Employees of the Beer Sheba Municipality, in Cooperation with the Mayoral Advisor on the Status of Women, 2011 - projects:

- ➔ Analysis of the gender makeup of municipal committees revealed the under-representation of women; promotion of the representation of women on committees, resulting in more women appointed to those committees.
- ➔ Changes in the employment terms of cleaning women in the Negev: providing opportunities for professional training and advancement for women from disadvantaged communities;
- ➔ Analysis of the wages of women and men employed by the Beer Sheba municipality;
- ➔ Examination of gender gaps among senior municipal officials in the Beer Sheba municipality;
- ➔ Examination of the enforcement of equality in hiring laws in the Beer Sheba Municipality;
- ➔ Exposure of gender bias in distribution of cell phones to municipal employees and immediate correction of that bias;
- ➔ Investigation of the system of allocations of the Beer Sheba municipality's Support Department to soccer and basketball associations for men and women; and recommendations for more equitable allocations.
- ➔ Examination of eligibility criteria for economic benefits of single-parent families in Ofakim.

Full report is available at:

➕ http://adva.org/wp-content/uploads/2015/02/migdar_english-site1.pdf

