

ZELS

METHODOLOGY

for integrating a gender perspective
into waste management at the local level

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BACKGROUND

The Methodology for integrating a gender perspective into waste management at the local level was developed within the project "Sustainable Municipal Waste Management Services", which is being implemented in the Republic of North Macedonia in the period 2023 – 2027 by the Swedish Association of Local Authorities and Regions (SALAR International) with financial support from Sweden.

The overall aim of the project is to improve municipal waste management services in North Macedonia with a view to full compliance with EU standards, thus improving environmental sustainability and quality of life for all inhabitants.

The project is being implemented in the municipalities of Pelagonia and South-west regions and is consistent with the Swedish Results Strategy, the EU accession agenda in North Macedonia and the renewed decentralization strategy, as well as progress towards the UN Sustainable Development Goals.

One of the specific project objectives is to support selected municipalities in gender mainstreaming through development of gender equality methodologies and toolkits for collection and use of disaggregated waste management data in the processes of waste management planning and service delivery.

Key to gender mainstreaming is identifying, recognizing and addressing gender equality gaps with appropriate measures: gender-sensitive activities and affirmative actions in favor of the disadvantaged party.

In order to support municipalities in all phases of policy and budget development, for integrating a gender perspective in waste management, ZELS in cooperation with SALAR International have prepared this Methodology for integrating a gender perspective in communal services for waste management at the local level, which is linked to the ZELS' Methodology for integrating a gender perspective in local policies and budget. This Methodology should represent a roadmap with specific steps and tools for the municipality (mayor, municipal administration, council), but also for the management and administration of the Public Utility Companies, (PUCs) in the municipalities since it can be used for other communal services at local level.

This Methodology builds upon a previously conducted comprehensive assessment of municipal capacities for gender integration in service delivery, particularly within waste management, and it aims to overcome the identified challenges and shortcomings of municipalities and utility companies in equitably serving women and men at the local level.

The development of this Methodology is in accordance with the European Charter for Gender Equality of the Council of European Municipalities and Regions - CEMR signed by 23 municipalities in the Republic of North Macedonia, with the "Methodology for integrating the gender perspective into local policies and budgets of ZELS", the "4R Method" of the Swedish Association of Local Authorities and Regions - SALAR, as well as the NALAS Methodology "How to include a gender perspective in waste management".

This methodology is divided in 3 parts. The first part contains general overview of the importance of the gender mainstreaming in communal services for waste management at local level providing general guidance's and definition of terms. The second part is detailed methodology for integrating a gender perspective into waste management and the third part is a toolkit- collection of tools that municipal staff and PUCs can use to address gender needs in local service delivery.

PART 1

Importance of gender mainstreaming in communal services for waste management at local level

Municipalities are the first point of contact for residents in realizing their rights and needs in almost all areas of social life. In realizing residents' needs and addressing their issues, municipalities offer many services at the local level, including communal services. Municipalities are responsible for the construction and maintenance of local roads, public lighting, water supply and sewage, as well as waste management (collection and disposal). These services are of great importance for all residents, women and men, girls and boys.

1.1. Communal services for waste management at local level

Waste management, in accordance with the Law on Waste Management, includes all activities from the creation to the collection, storage and disposal of waste or a set of activities, measures and decisions intended to avoid and reduce the amount of waste generated and its negative impact on the environment, human life and health, including waste treatment.

In this context, waste management is often perceived as a technical or technological issue and is therefore completely devoid of a gender perspective. However, such an understanding is not entirely accurate because in many ways waste management systems are defined by and depend on human behaviour and demands that can and often do differ between men and women. According to some research, there are differences in the way women and men view waste, and that recycling and reuse of waste have certain gender dimensions. Furthermore, a number of waste management aspects need to be taken into account that differently affect various social groups, including men and women, in terms of their needs and capabilities.

Waste management can also have dual economic and financial impacts on local communities and society at large. In poorer and less developed societies, engagement in the waste management system is often an opportunity for women to generate additional income for their households and families. On the other hand, recent research shows a clear positive correlation between the employment rate of women and their representation in the executive structures of companies, which then contributes to increasing financial performance, efficiency, creativity and innovation[1].

As a conclusion, waste management, according to the law, but also in the everyday lives of citizens, is understood as a service of special interest to the public and therefore should be treated as such in terms of the scope, quality, effectiveness and efficiency of the service. As a service of public interest, waste management also needs to meet the needs of different social groups including women and men who may have very different views and demands regarding this service.

[1] Global Gender Gap Report 2024 | World Economic Forum; 3.7 million women held managerial positions in 2023 - News articles - Eurostat; How diversity, equity, and inclusion (DE&I) matter | McKinsey; Why Gender Equity in the Workplace is Good for Business - Professional & Executive Development | Harvard DCE

1.2. Gender mainstreaming in public policies and services

Municipalities, due to their placement in the system, are uniquely positioned as key actors in the process of fair, inclusive, efficient and transparent governance, and it is very important for a gender-responsive municipality to fully anticipate the gender dimension in its policies, budget and governance practices. Municipalities are the first, closest choice of citizens in realizing their rights and needs, and hence the obligations and responsibilities of municipalities to know and recognize the needs and context of the community and consequently address gender inequalities through the delivery of gender-responsive local services. In every country (highly developed or developing), society, group, institution or family, there is a so-called gender system. The gender system is a framework that places men and women in specific relations, so the characteristics of their group, but also their personal lives, can be understood through this pattern.

Understanding the gender system is a necessary prerequisite for addressing inequality, creating gender-sensitive policies, and promoting gender equality at the local level. To understand this, it is necessary to distinguish between sex, which is associated with the biological and psychological characteristics of a person acquired at birth, while gender is a sociological concept that creates the roles, behaviors, positions, and activities of a person that society assigns to women and men, girls and boys, which leads to gender inequality.

Gender issues encompass every aspect of a woman's or man's life, including specific needs and challenges related to age, ethnicity, cultural background, and socioeconomic status, and require a different approach to addressing them. Municipalities should take all these aspects into account when creating their policies, services and allocate budgets in order to meet the needs of different groups in the community.

Gender mainstreaming[2] has been embraced internationally as a strategy towards realising gender equality. It involves the integration of a gender perspective into the preparation, design, 'implementation, monitoring and evaluation of policies, regulatory measures and spending programmes, with a view to promoting equality between women and men, and combating discrimination.

Gender integration or the inclusion of a gender perspective in mainstreaming, policies and practices implies the (re)organization, improvement, development and evaluation of the general policies, strategies, programs and practices, in order for the gender perspective to be included at all levels and in all phases by the actors involved in the creation of policies for the achievement of de facto equality. Gender mainstreaming does not mean adding a female component, but rather it means bringing the **experience, knowledge and interests of both women and men into the development agenda.**

Dimensions of gender mainstreaming are:

- ✓ Equal presentations of women and men in the process of policy creation, implementation but also as beneficiaries of the implemented policies
- ✓ Gender perspective in the content of policy

[2] https://eige.europa.eu/

To determine the extent to which a gender perspective is actually included in the programs, the main questions are:

- Are the needs of women and men, girls and boys related to communal services (waste management) recognized and taken into account? Are there provisions that require consultative processes with equal participation of women and men and other vulnerable groups?

- Are women and men, girls and boys equally involved in decisions related to public services? Are there provisions for equal participation of women and men and other vulnerable groups in participatory processes or regulatory bodies?

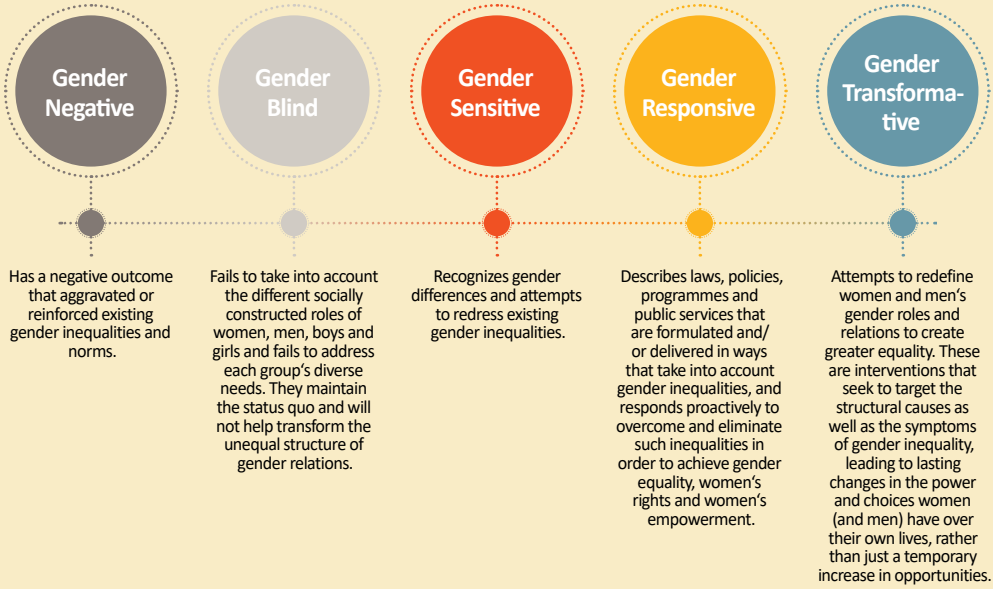
- Do women and men, girls and boys have equal access to resources for communal services (material-financial, educational, etc.)? Who participates in the control and benefits from the resources allocated for communal services?

- Do women and men, girls and boys equally benefit from legal provisions and other local policies (annual programs) related to communal services? Are activities monitored and is an evaluation of achievements foreseen, taking into account the specific needs and challenges of women and men related to communal services?

One of the tools that capture variation in the **type of gender results of interventions or policies** with five categories is the Gender Results Effectiveness Framework (GRES)[3] that provides guidance on implementing a gender responsive analysis of results in evaluations or assessments on diverse use cases, highlighting how to integrate the GRES in programme design, implementation and evaluation phases. The purpose of GRES is to provide evaluators with guidance on implementing a gender responsive analysis of results in evaluations or assessments. The following scale have been used to rank the gender mainstreaming interventions and activities: gender negative, gender blind, gender sensitive, gender responsive and gender transformative depending if intervention/policy is taking into consideration gender inequalities.

[3] GRES_English.pdf (undp.org)

Gender Results Effectiveness Scale (GRES)*



* The scale is adapted from the Evaluation of UNDP Contribution to Gender Equality and Women's Empowerment.

Gender mainstreaming involves **identifying the need for change** in the agenda of all policies, programs, activities and is implemented through:

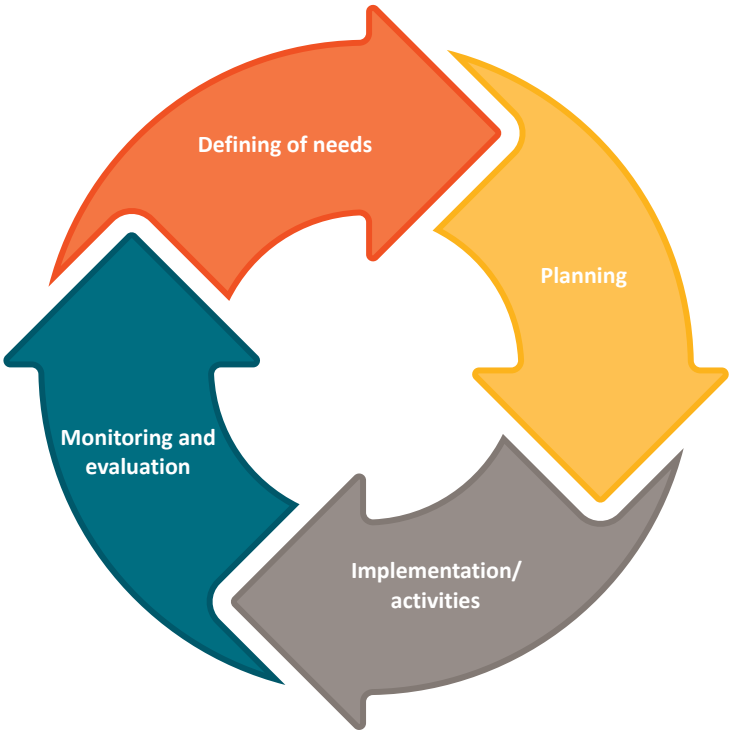
- Analyzing the current situation for women and men
- Identifying inequalities between women and men
- Developing policies that aim to reduce these inequalities

It applies in every area, at every level, in every policy, program or project activity.

The concepts of gender mainstreaming and intersectionality are closely related, and understanding their connection is crucial for effective gender equality work, recognizing that "women" and "men" are not homogeneous groups. To effectively address gender equality, mainstreaming practices must consider the intersection of gender with other social factors, such as race, class, and disability, which create diverse experiences for women and men[4].

[4] What is intersectionality? And why is it important for gender equality? | United Nations Development Programme

Process of gender mainstreaming is following the process of policy creation at local level in any of the phases:



Tools and methods for gender mainstreaming that can be used for each stage are:

Tools for the needs assessment	Tools for planning phase	Tools for implementation phase	Tools for policy monitoring and evaluation
Gender statistics	Setting gender indicators	Capacity building for gender equality	Gender audit
Gender analysis	Gender sensitive planning of interventions/ policies	Gender sensitive transformation of institutions	Gender sensitive monitoring
Gender assessment	Gender responsive budgeting	Raising awareness for gender issues	Gender sensitive evaluation
Stakeholder consultation	Gender sensitive public procurements		

A thorough gender analysis **enables policymakers** to understand gender inequalities in a given situation or sector, as it not only describes the current situation by gender, but also explores the causes and effects of gender differences in the target group.

Gender analysis[5] is a tool to diagnose the differences between women and men regarding their specific activities, conditions, needs, access to and control over resources, and their access to development benefits and decision-making. It studies the links between these and other factors in the larger socio-cultural, economic, political and environmental context. There is a difference between practical needs and strategic needs and interests of women and men. Understanding this difference helps us to identify positive measures that can be undertaken to rectify inequalities between women and men.

Practical needs are those that can be considered as immediate necessities for both women and men (basic needs such as water, food, income, shelter and health care). Initiatives that only aim to meet practical needs seek to respond to issues arising from inadequate living conditions.

Strategic interests pertain to the relative status of women and men within their society. These interests differ from one context to another, and relate to changing women's position or status through addressing gender roles and expectations, as well as gender division of labour, resources and power. Examples of initiatives to promote strategic interests include protection from domestic violence, closing wage gaps and increasing women's decision-making opportunities.

According to the identified needs and analyses, the municipality should create gender-specific programs, policies and measures, allocating sufficient financial resources for their implementation. According to the Law for Equal opportunities between women and men, municipalities have an obligation to provide quality and gender-sensitive services to citizens in all areas of the municipality's jurisdiction. So far, most of the services financed by certain municipalities from their own budgets are in the areas of social protection and social services, education, and healthcare, while communal and urban services are almost unrecognized as an area in which a gender perspective should be integrated.

The methodology for integrating a gender perspective into waste management could provide the following benefits for municipalities and PUCs:

- Statistical gender-disaggregated data
- Strengthened citizen participation and consultation with stakeholders in the process of planning municipal services
- Creation of municipal services tailored to all categories of citizens, with a focus on vulnerable groups and an integrated gender perspective
- Upgrading the Local Action Plan for Waste Management with a gender perspective
- Gender-sensitive local governments and PUCs at all organizational levels
- Provision of improved, quality and efficient gender-sensitive services
- Consultation and communication with residents and informing them about the advantages of waste management (separation, composting, recycling) through various awareness-raising campaigns
- Better local services for both women and men
- Unified Methodology for introducing a gender perspective in local communal services

[5] ABC of Women Worker's Rights and Gender Equality, International Labour Organization (2007)

PART 2

Methodology for integrating a gender perspective in communal services for waste management

The Methodology contains steps for including a gender perspective in the process of policy development and their implementation in waste management with specific recommendations guided by national legislation, international documents and practices from EU countries.

This section provides a description of the different aspects/parts of the methodology. As the methodology is exemplified through waste management there are recommendations that specifically target this municipal responsibility. However, all parts of the methodology can be applied to other communal services as well.

Main entry points for gender integration in communal waste management services are

1) Analysis of the current state of women and men in the communal services sector based on the system for collecting and analyzing data disaggregated by sex

2) Planning and adoption of local policies and decisions that include an analysis of the different needs of women and men

3) Gender responsive budgeting based on the needs of women and men

4) Implementation of the methodology for gender responsive communal services

5) Monitoring and evaluation of expected results

2.1. Analysis of the current state of women and men in the communal services sector

The analysis is a preparatory phase in the process of planning and developing the Waste Management Action Plans and should describe the state of women and men in waste management system in the municipality, as service providers but also as a user's of services. *This is actually gender mapping which involves collecting and analyzing data according to the framework usually provided by waste management law.* It is necessary to identify the sources of information, whether it is official government statistics, available data from the municipality and local utility companies, or other information held by relevant institutions or organizations.

Gender statistics[6] are statistics that reflect differences and inequalities between women and men in all spheres of life. Gender statistics are characterized by the following : (a) data is collected and presented disaggregated by sex; (b) the data reflects gender issues, problems and concerns that relate to all aspects of women's and men's lives, including their specific needs, opportunities and contributions to society; (c) the data is based on concepts and definitions that reflect the diversity of women and men and capture different aspects of their lives; and (d) data collection methods take into account stereotypes and social and cultural factors that may foster gender bias.

[6] https://eige.europa.eu/taxonomy/term/1294?language_content_entity=mk

However, the basic analysis should not be limited to technical data, but also include gender-disaggregated data on for example citizens'/clients' opinions on the quality of the service, the problems they identify and their needs. Model for Questionnaire ***to determine user satisfaction with the waste management service is provided in the ANNEX 1.*** When conducting the questionnaire, it should be widely disseminated and all citizens should be encouraged to reply regardless if it is the Household owner or Household member. When analyzing data, attention should be paid on the identified gaps between women and men.

The current Law on Equal Opportunities for Women and Men (Article 18) states that Local self-government units and bodies of local self-government units are legally obliged to collect, record and process statistical data, and further requiring them to present this data by gender and submit it to the State Statistical Office.

The Public Utilities Companies can collect and analyze the following data for the improvement and mainstream gender component in delivering of the waste management services at the local level:

- ✓ Analysis of employees by gender, age, education in order to identify gender gaps in the structure of the company.
- ✓ Additional analyses can be made on sick leave requests of women and men and to assess whether there are any trends in occupational diseases that can be prevented in a timely manner, taking into account the type of work and contact with waste of different origins.
- ✓ Analysis of female and male users and regularity of bill payments. This can be used for campaigns to improve user collections and reduce the burden on families in enforced collections due to overdue bills.
- ✓ Recording and analyzing requests, complaints and other submissions from women and men. This information can be used to monitor the effectiveness and efficiency of the company's operations, but also as input information for preparing annual programs for the following year.

The same data should be analyzed at the municipal level, with a view to improving services related to waste management. The excel table for collection of gender disaggregated data in Public Utilities Companies and Local self-government units is presented in Annex 2 of this document.

Local self-government units and Public Utilities Companies can also analyze relevant data from other sources in order to improve communal services related to waste management. In the Republic of North Macedonia, gender-disaggregated data is collected on several platforms such as the Gender Index, which is a composite indicator that summarizes the situation in 3 domains for each municipality. For the latest calculation of the index (2021), data was requested from 9 public institutions and 81 local self-government units[7].

The Gender Statistics Platform https://rodovistatistiki.stat.gov.mk/ is directly connected to the database of the State Statistical Office - MakStat, and is a tool for interactive review of gender-sensitive statistical indicators that are presented in a graphical manner that is easier to understand. The SSO's MaxStat database contains a separate section for gender statistics and has data disaggregated by sex in several areas of data collection and presentation. Some of the most relevant statistics have been selected for presentation on the platform, and it is managed and updated by the State Statistical Office of North Macedonia.

[7] https://rodovindeks.mk/metodology

ZELS platform for gender equality and gender-responsive budgeting www.rob.zels.org.mk is an information center on the activities and successes of municipalities in this area, presentation of their best practices, but also a tool for presenting gender-disaggregated data by area and municipality.

2.2. Planning and adoption of local policies and decisions that integrate a gender perspective into the documents of public utility companies and the municipal programs

This aspect involves sharing information, establishing working structures and mechanisms, involving stakeholders, establishing internal communication and developing an external communication plan. The assessment conducted within the project showed that the organizational documents are not aligned with the provisions of the Law on Equal Opportunities for Women and Men and that essentially all documents contain gender-blind policies/interventions that do not distinguish between men and women. The aim is to demonstrate and implement policies, measures and activities through the documents that are gender-responsive and lead to gender-transformative policies that target men or women (or both) and recognize the existence of gender-specific needs and constraints. These policies aim to transform the existing distribution of power, resources and responsibilities in order to create equal relations between men and women. Gender transformative policies focus mainly on strategic gender interests, but can also address practical gender needs in a way that has transformative potential (creates an enabling environment for women's (self)empowerment).

With regard to the PUCs, this could be achieved, for example, through the following measures:

1. **PUCs can undertake the following activities regarding the preparation of their policies and decisions that includes a gender perspective:**

- A first step is to conduct a gender analysis of the structure, i.e. of employees in the companies by gender, age and education. This could start showing gender gaps in the PUC structure.

- The PUC should include a gender perspective in the Statute as a policy document of the company that determines how things will be set up within the company itself, who has power and how decisions will be made, as well as provisions on the general working guidelines. According to the analysis from the first step (above), normative provisions should be added that will enable:

  - ✓ In the existing committees and bodies (Management Board, Board for Control of Material and Financial Affairs, Employee Council, Expert Collegium, committees, etc.) to pay attention to parity, i.e. the balance between women and men.

  - ✓ During employment, there should be the possibility of applying affirmative measures that will enable employment of the less represented gender in working positions where only men have been employed so far, and there are no restrictions on hiring women. Of course, due to biological differences, one of the genders will predominate in certain positions, but conditions should be provided for the less represented gender as well.

  - ✓ In the acts adopted by the enterprise, a procedure or rulebook for reporting harassment in the workplace (which also includes protection from sexual harassment) should be added

in accordance with the Law on Protection from Harassment in the Workplace[8], which will establish a systemic basis for preventive action and processing of cases of harassment in the workplace. This is important from the perspective of women, who are employed in smaller numbers, to know that there is a policy that prohibits harassment both from colleagues and clients /citizens when they work outdoors. Information to employees, both women and men, about existing policies. (Example of the procedure is in Annex 3).

- ✓ Prescribing a procedure for adopting annual programs of PUCs that will require for regular surveys with service users and analyses broken down by gender, and analysis of requests and complaints from female and male service users.

- ✓ Emphasizing the obligation to collect and present data disaggregated by gender, in accordance with Article 18 of the Law on Equal Opportunities[9].

- PUC can determine a program framework by including questions (a guide) on which elements a gender-responsive program of a PUC should contain. An example of a template of elements for a gender-responsive program , developed within the framework of the UNWOMEN Gender Responsive Budgeting Program, is provided in Annex 4.

- Implementation of gender responsive public procurements (explanation of the concept is provided in Annex 5).

Municipalities can undertake the following activities in relation to the preparation of gender responsive polices and services:

- ✓ Assessment of Gender Mainstreaming at local level using the SALAR developed Checklist for Assessment of Gender Mainstreaming, as provided in Annex 6.

- ✓ Assessment of the current programs for communal services for waste management from gender perspective using the questionnaire developed within the framework of the UNWOMEN Gender Responsive Budgeting Program, provided in Annex 7. This tool can assist the municipal administration to identify the potential points for improvements for integration of gender perspective in local plans and budgets.

- ✓ The sector or department responsible for the preparation of programs should prepare gender-responsive programs based on analysis and data. (Annex 3)

- ✓ Introducing a procedure that will enable compliance with Article 14, point 3 of the Law on Equal Opportunities, which provides: (3) The bodies of the units of local self-government, when adopting development plans and other acts and decisions, are obliged to review and take into account the proposed measures and activities by the Commission for Equal Opportunities for Women and Men and the Coordinator for Equal Opportunities for Women and Men.

- ✓ Implementation of gender responsive public procurements (explanation of the concept is provided in Annex 5).

[8] Official Gazette of the Republic of Macedonia No. 79/13 and 147/15 and "Official Gazette of the Republic of North Macedonia" No. 103/21. Law on Protection from Harassment at the Workplace.

[9] Article 18 - Presentation of statistical data: The Parliament, the Government, state administration bodies, judicial bodies and other state bodies, bodies of local self-government units, legal entities entrusted by law with performing activities of public interest, associations, foundations, public enterprises, educational institutions, institutions in the field of social protection, health institutions, political parties, the media, trade companies and other entities that are obliged by law to collect, record and process statistical data, are obliged to present this data by gender and to submit it to the State Statistical Office.

2.3. Gender-responsive budgeting based on the needs of women and men

Gender-responsive budgeting is aiming towards analyzing the different effects of local expenditure and revenue policies on women and girls, as well as on men and boys, respectively. In addition to impact analysis, gender-responsive budgeting includes proposals for setting different priorities for expenditure and revenue, taking into account the different needs and priorities of women and men. Depending on the specific country context, other factors of inequality may also be taken into account, such as age, religious or ethnic affiliation, or place of residence (city/rural, different provinces). These budgets[10] represent government budgets that are planned, approved, executed, monitored and audited in a gender-sensitive manner. It is also important that the budget process is transparent and strives to be participatory, involving all stakeholders and especially groups that are usually marginalized.

As women traditionally have been less active in such processes local administrations should make efforts to support women and marginalized groups in terms of their input through comments on the priority objectives of the budget, and afterwards in the revision of expenditures. The most important prerequisite for gender budgeting is the political will of policymakers to work towards gender equality and institutionalize the process by improving the legal framework for gender-responsive budgeting, strengthening institutional mechanisms and building the capacities needed to include a gender perspective in the creation of policies, programs and budgets for them.

There are two main approaches to including gender in the budget process: a gender-responsive budget circular developed by Ministry of finance with coordination with ZELS Lobby Group for Gender Equality for municipal needs (also called budget guidelines); and the presentation of gender-responsive budget reports.

1. **Gender-responsive budget circular (or budget guidelines)**

   Gender-responsive budget circulars contain gender-responsive instructions for state institutions (including LGU) on budget preparation. At the beginning of budget preparation, ministries or finance departments are usually responsible for issuing guidelines for budget preparation. This is often done in the form of a budget circular with budget guidelines. A budget circular is an official notice issued by the Ministry of Finance at the beginning of the budget preparation process. It contains instructions for other government ministries, agencies and LGU on how they should submit their budget requests for the upcoming budget period. It often contains a very specific budget submission format. This circular is usually gender-blind but still represents a good entry point for including gender-specific instructions for line ministries.

[10] Which are synonymous with gender-sensitive budgets, gender budgets and women's budgets

2. Gender-responsive budget accounts and budget reports

Gender-responsive budget (GRB) reports aim to present the expected implications of budgets in addressing issues of gender inequality. They represent an account or report from the government on how gender issues are treated in budget policies, expenditures and revenues. A GRB-report is an accountability document produced by a government that outlines what the government is doing in terms of gender equality.

The GRB-report illustrates the intention of the ministry/municipality to do something about gender equality, and also shows that the ministry allocates budget funds for policy commitments. Ideally, all ministries would use standard formats for GRB-reports. In this way, the gender budget analysis conducted by ministries/municipalities would be linked to the stated goals and the activities to achieve them.

Two questions that can help in choosing the activities on which a gender budget report should focus in a particular sector:

- Where does most of the money go?

This issue is important, because the GRB approach is aimed at integrating gender aspects, i.e. taking into account gender issues in mainstream policies and public spending.

- Which programs are most important for gender equality?

This question is useful because sometimes there is an activity that costs relatively little but can make a big difference to gender equality.

GRB-reports are tools that can be used within local governments as well.

2.4. Creating gender-responsive municipal services by building capacities within the municipality and the PUCs for the implementation of the gender equality methodology

Building the capacities of employees in both the municipality and PUC

Capacity is defined as the ability of individuals and organizations to perform functions efficiently, effectively and sustainably. To clarify capacity in the given context it is necessary to answer the question: capacity for what? Here the meaning of capacity is narrowed down to the ability to solve a problem, achieve or maintain a mission and achieve set goals. Capacity building is a broader concept than organizational development, as it includes the overall system, environment, or context in which individuals, organizations, and society as a whole work and interact with each other.

Capacity building is a continuous and reciprocal process of adjusting people's attitudes, values, and organizational practices while building appropriate knowledge and skills among the various stakeholders in a partnership, i.e. strengthening the ability of each partner to make effective decisions for their own lives and to take full responsibility for the consequences of such decisions.

Proposal for training topics for both employees in PUCs and municipal sectors related to the environment and waste management:

- ✓ What does gender equality mean?
- ✓ What does gender mainstreaming mean?
- ✓ What are local policies? For whom are local policies made and why?
- ✓ Why is it important to include a gender perspective in local policies? How can it be done? Examples
- ✓ Sources of gender-disaggregated data and use of gender-disaggregated data
- ✓ Gender-responsive (surveys and) campaigns
- ✓ How is policy evaluation done? Tools for Gender-Responsive Budgeting
- ✓ What data should a gender-responsive program contain?
- ✓ How is the implementation of programs monitored? How are the effects measured?

The proposed topics can be organized in five modules as follow:

- ✓ **Module 1** *Gender terms and concepts, gender system and gender integration*
- ✓ **Module 2** *Waste management*
- ✓ **Module 3** *Gender and waste management*
- ✓ **Module 4** *Gender integration in waste management*
- ✓ **Module 5** *Study case*

2.5. Monitoring of the implementation and evaluation of expected results

Action-plan for gender equality in communal services for waste management is provided in Annex 8.

Implementation table for methodology

The table below suggests implementation steps for the methodology. Each step has a descriptive part, a part that pins down the expected result and suggests who should be responsible for the step.

Step	Description	Results	Responsible persons
Securing political support	Political support from LSGUs and PUCs should be declarative that they are committed to including a gender perspective in communal services	Statement from management	Secretary of the municipality/ head of the legal department in the PUC
Formation of a Gender Sensitive Team and Team leader	Nomination of persons from the municipality and the PUC. The team should include a person responsible from the communal or environmental department, a coordinator for equal opportunities and a PR.	Team formed	Secretary of the municipality/ head of the legal department in the PUC
Developing a plan for introducing the Methodology at the municipal level	Define goals and steps for introducing a gender perspective in municipal services. The plan should include gender indicators to measure progress	Action plan developed	Leader of the Gender-Sensitive team
Providing support to stakeholders at the local level and developing a public communication plan	In order to inform the public, it is necessary to develop a Public Communication Plan with a focus on women in local communities, ensuring that information effectively reaches them	Public communication plan developed	PR and the Equal Opportunities Coordinator
Collection and analysis of existing relevant documents	Collection and analysis of existing documentation including the Waste Management LAP, reports from the municipality and PUC, strategic documents, work programs, etc., in order to identify good practices and gender gaps in the municipality	Recommendations for potential measures for introducing a gender perspective in public utilities	Gender-sensitive team/ Equal Opportunities Coordinator and responsible person from the communal department/ environment

Step	Description	Results	Responsible persons
Preparation of the tools for applying the Methodology	Identifying and adapting existing tools or creating new ones after conducting consultations with local stakeholders	Local stakeholder mapping tool, guidelines for organizing focus groups, questionnaire for measuring satisfaction of end users of utility services	Gender-sensitive team/ Equal Opportunities Coordinator and responsible person from the communal department/ environment
Local stakeholders mapping	Mapping and analysis of relevant actors in the local community including municipal administration, civil society, media, local businesses and other formal and informal groups	Identifying relevant participants for conducting the questionnaire and focus groups	Gender-sensitive team/ Equal Opportunities Coordinator and PR
Implementation of a Questionnaire to measure citizen satisfaction	Research on the satisfaction of users of utility services, as well as their habits and needs that should provide an input for improving utility services. The questionnaire is gender-sensitive and should be derived from initial findings from existing documents where gender gaps have been identified. The questionnaire should provide guidance for defining recommendations or suggestions for improvement with a gender perspective included. The questionnaire should identify gender roles and stereotypes from which recommendations and measures for improving communal services should emerge. The questionnaire should cover all categories of beneficiaries/service users, especially vulnerable people and women at risk	Specific problems and gender gaps and needs of utility users identified. Identification of different perspectives and needs of women and men	Gender-sensitive team/ Equal Opportunities Coordinator and PR Coordinator and LED department representative

Step	Description	Results	Responsible persons
Focus groups	The focus groups are composed of women and men, women and men from vulnerable categories, and from different urban areas, in order to identify their different needs and create appropriate solutions to addressing them. It is necessary to prioritize problems and solutions in focus groups, as well as create proposals that will be communicated to the management of the municipality and the PUC	Different perspectives and experiences of women and men in the use of communal services/ waste management identified. Identified proposals and recommendations that will be processed into measures to overcome gender gaps with a special focus on vulnerable groups	Gender-sensitive team/ Equal Opportunities Coordinator, representative from LED, and from Environment department
Setting gender indicators for monitoring	Creating a "baseline" for the current situation in the municipality and identifying areas that need improvement in order to create interventions that will be measured through gender indicators	Monitoring plan including indicators for measuring progress and gender indicators	Equal Opportunities Coordinator, representative from LED, and from Environment department
Defining measures and interventions for gender-sensitive communal services	Gender-sensitive measures are included in the local annual and strategic documents/work plans of the municipality and PUC	Integrated Waste Management Plan with Gender Indicators	Equal Opportunities Coordinator, representative from LED, and from Environment department
Monitoring and evaluation of results	By using the set of indicators including gender indicators and the monitoring plan, the PUC will be able to monitor the effects of the introduced interventions and measures where gender-disaggregated data is collected	Gender analysis with gender-disaggregated data	Gender-sensitive team/ Equal Opportunities Coordinator

Proposed matrix for monitoring of the local programs is provided in Annex 9.

PART 3

Gender mainstreaming toolkit

This part of the methodology contains recommendations and tools, particularly for the communal service of waste management. However, the recommended tools can be adapted to apply on any other communal service.

The gender mainstreaming toolkit consists of the following:

Annex 1 - Questionnaire to determine user satisfaction with waste management services

Annex 2 - Table for collection of gender disaggregated data

Annex 3 - Procedure for prevention and protection against sexual harassment

Annex 4 - Gender responsive programme development template

Annex 5 - Gender responsive public procurement guide

Annex 6 - Checklist for assessment of gender mainstreaming

Annex 7 - Gender responsive budgeting programme questionnaire

Annex 8 - Action plan for gender equality in waste management

Annex 9 - Matrix for monitoring local programs

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