

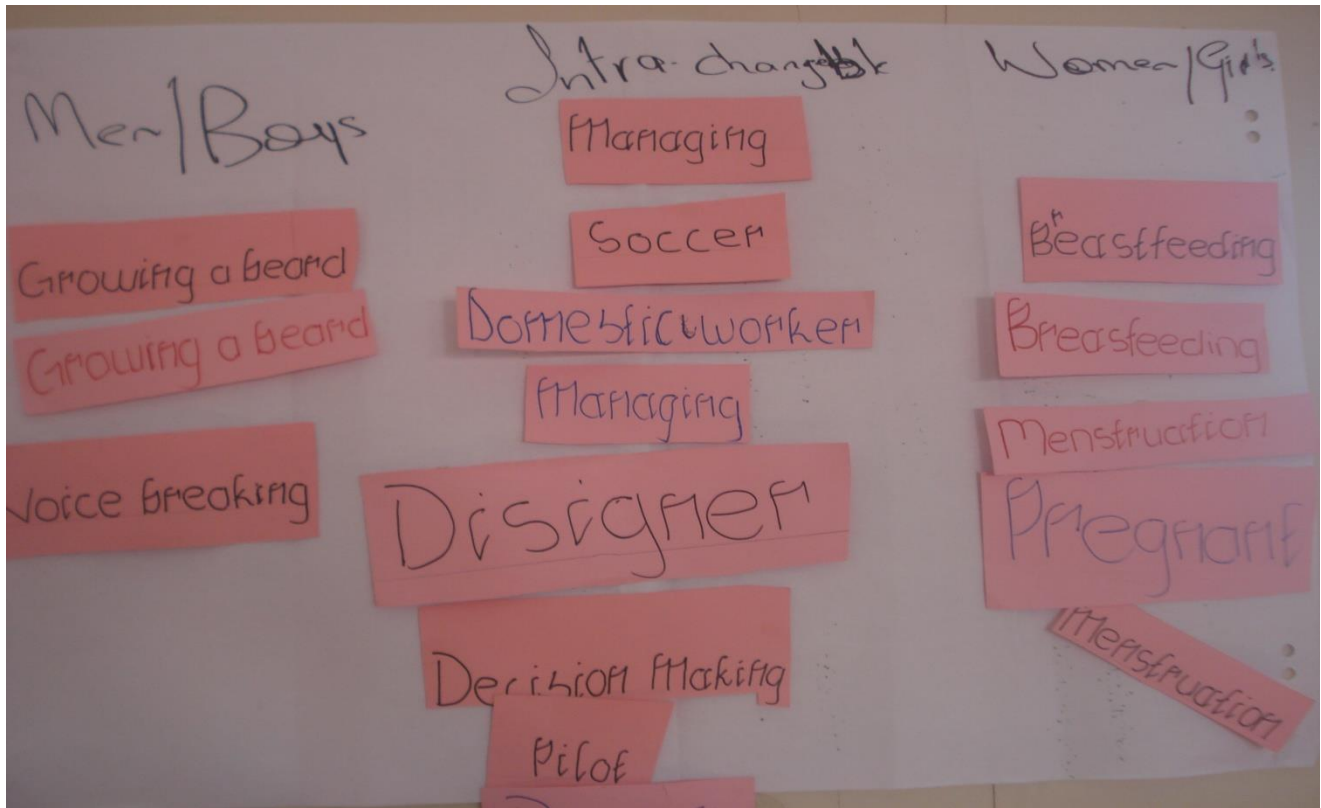
REPORT
CENTRES OF EXCELLENCE STAGE FIVE WORKSHOP

NAMIBIA

COUNCIL: KARIBIB ERONGO REGION



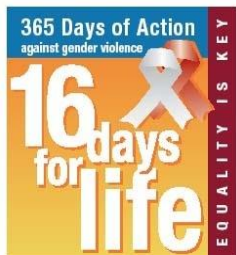
DISTRICT: DATE: 15-17 MARCH 2011
VENUE: KARIBIB TOWN HALL



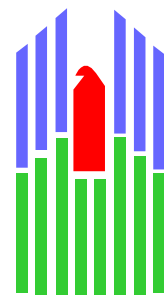
Swapped gender role cards by participants



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Executive Summary

This is a report on the proceedings of the Centres of Excellence for Gender Mainstreaming in Local Government stage three workshops held from 15-17 March 2011 at the Council Hall.

The purpose of the programme was to;

- Build participants understanding around key gender concepts
- To empower participants around personal empowerment
- Build capacity around issues of gender, democracy and good governance
- Look at what makes good leaders through looking at transformative leadership
- Look at key concepts like gender policy and planning concepts
- Assist participants in understanding the importance and synergies around gender, the economy and budgets
- Develop a Local Gender Action Plan
- Develop a Local 365 Day Gender Violence Action Plan
- Popularise the SADC Protocol on Gender and Development.
- Establish communication strategies for the GBV action plans.
- Inform councils about the collection of good practices for addressing GBV at the local level and in the Gender Justice and Local Government Summit.
- Assist councils in seeing the importance of making IT and the media work for them

See the full workshop programme attached at **Annex A.**

Over the three days, the workshop was attended by a range of council officials, councillors and NGO representatives; in total 26 participants (10 men and 16 women); see **Annex B** for the full workshop participants list.

The Draft Karibib Council Gender Action Plan that the participants produced is attached at **Annex C.**

The Draft Karibib Council Gender Based Violence Action Plan that the participants produced is attached at **Annex D.**

The GBV messages/slogans/posters and calendar are attached at **Annex E.**

The participants evaluated the workshop as having been an enlightening workshop. A summarised version of the evaluation forms is attached at the end of this report as **Annex F.**

Background

In 2003, GL undertook the first comprehensive study of the impact of women in politics in Southern Africa. One of the key findings of "*Ringing up the Changes, Gender in Politics in Southern Africa*" was that local government is a sadly neglected area of the gender and governance discourse. Taking heed of this finding, GL conducted groundbreaking research in 2006/2007, *At the Coalface, Gender and Local Government* covering South Africa, Lesotho, Mauritius and Namibia.

A key finding of this study was that few practical steps have been taken to mainstream gender in this tier of government or to build the capacity of councillors to lead this process. The study has since been extended to nine countries. In terms of process, once the research reports have been written up, GL hosts launch and strategy workshops in the respective countries with key stakeholders and partners, ideally the local government associations of that particular country to map out a way forward of how to roll out the strategy and host Gender and GBV action plan workshops. The launches are then followed by Gender and GBV action plan workshops that are held at a provincial, regional or district, level to ensure that all councils have gender action plans. In 2009, GL embarked on a study in Zimbabwe on women's representation and



Group of participants debating critical issues

participation in local government to assess the conditions necessary to increase the representation of women in local government in Southern Africa, and to ensure their effective participation.

In March 2010 GL convened the first Gender Justice and Local Government Summit and Awards to gather evidence of institutional and individual initiatives to empower women and end gender violence. The recommendations of this event informed the need for councils to become Centres of Excellence for Gender Mainstreaming in Local Government to ensure that Councils have the necessary and support to address issues of gender across all spheres.

Process and activities

The 3 day training workshop brought together a Mayor, deputy Mayor, Chairperson of the management Committee and other councillors, stake holders, community leaders, youth groups and interest groups to discuss issues of gender dimensions. The aim was to come and learn about the Centre of Excellence for Gender Mainstreaming in Local Authorities, and especially at their town, Karibib. The attendance was great with 26 participants, more than the expected number of invitees.

Issues covered in the programme included personal empowerment, gender and planning concepts, including gender mainstreaming, sex disaggregated data and the gender management system. There were detailed sessions on some of the core of local government functions, including gender responsive budgeting, gender equality in service provision, land rights and urban planning, local economic development and violence against women.

Welcome and opening

The workshop was officially blessed by the presence of the deputy Mayor of the Town Cllr Pieter Kausiona who urged participant to work hard toward the drafting of the GBV Plan of Action for the Karibib Town Council and Community. The Mayor briefed delegates about the

COE that the Council has agreed upon with Gender Links. He also informed them that the Council is in the process to study a MoU to give appropriate attention needed before committing to it. The Mayor promised that by Council resolution that the work of Gender Links will continue for generations to come.

GL Country facilitator thanked the deputy Mayor and Councillors for welcoming Gender Links team to the town. The GL facilitator promised the Council that she will provide all necessary skills and capacity to Council, management, staff and residents of the town in skills also needed like 16days GBV Campaign and Local Government Summit collection of case studies.



Dep Mayor of Karibib Town Council welcomes GL's SXE at the workshop

Modules

The workshop kicked off with Key Gender Concept. This was done to refresh the mind of participants, about the way all were socialised in their respective communities. Role play was given before explanations were sought on sex and Gender. Participants were given small placards on which certain roles performed by women and men had to be swapped. The intra-changeable roles were also highlighted. It was an eye opener for many participants, who for the first time attended these workshops that, indeed roles can change overnight and that gender is dynamic. There were six modules, key gender concepts, gender and governance, planning, economy and gender budgeting, transformative leadership and drafting Action Plans.

Key gender concepts

This Module was an introduction for participants to have a better understanding of all COE Modules/stages. The Module was meant to broaden the understanding of the participants in Sex, gender and stereotypes issues. The facilitator went through with participants the concept and divided them in groups to further brain-storm. Each participant was given a card with different roles, activities and occupations of women and men in society.

These cards were placed on a wall in categories like a Politician, Home maker, Manager, Model, Chef, Hairdresser, Bus driver, Teacher, Construction worker, Secretary, doctor, engineer, president, Clerk, Lawyer, gives birth, grows a beard, menstruates and , breastfeeds. After they were pinning up these functions under boy/man or girl/woman and interchangeable roles, discussions followed. The main challenge was the role of inter changeable, where some of the roles performed yesterday by men only, women have made great inroad into politics and economic empowerment. The group took cognizance of those roles that can be changed and those that cannot, these were biological roles.

Further discussions in plenary were held to explain the difference between sex, gender, gender relations and gender equality as follows.

- *Sex*: Describes the biological difference between men and women. Men produce sperm; women become pregnant, bear and breastfeed children.
- *Gender*: Describes the socially constructed differences between men and women, which can change over time and which vary within a given society from one society to the next.
- *Gender relations*: Describes the social relationships between women and men. These are socially constituted and do not derive from biology.
- *Gender equality*: Are both about empowering women to claim their equal status with men in society?



Participant's group picture

Further explanation was sought on stereotypes. An exercise was given in groups to show how stereotypes are reinforced in society and communities in various ways. Participants in plenary explained what stereotypes meant to them. This how participants summed up issues related to men and women when using stereotypes. During this session the participants also looked at stereotypes how they are re-enforced in other countries, especially in Africa and the following were groups write ups on the messages conveyed about men and women:

- Women are used as tools to attract customers for promotional business.
- Women are regarded as good socializes with customers.
- They are exploited in most cases for commercial gains with naked bodies.
- Women are 'bitches'.
- Men are like wolfs in the skin of sheep.
- In song women are depicted as sinners etc.
- Soap opera, drama and popular cultures: Most women actors are depicted as weakest link or sex workers, or put them in roles that compromised their rights.
- Women are not allowed to wear trousers to church.
- Must be under man and obey the man.
- Must dressed black when become a widow.
- Must change surname when married (life time).
- In Cultural and customary set ups, women don't have any say in decision making of households.

Gender and governance

This was a very important session, as participants related the module to how local Authorities govern their towns. It also brings to attention, how balance and representative these Councils are. The Council consists of three women and four men. The objectives of this Module were for the participants to understand, the links between gender and governance. The fact that these links extend beyond women's representation in politics but also to their effective participation in decision-making. The Module used Access, participation and transformations as a yardstick to measure to what extend women have made an inroad in leadership skills. The three concepts were explained to the participants.

- *Access:* The factors that bar women from entry into institutions.
- *Participation:* The structural barriers to the effective participation by, and advancement of women within institutions.
- *Transformation:*
- *Internal:* The administrative policies that is required to ensure equal representation of women at all levels as well as gender sensitive work environments
- *External:* The operational procedures necessary to ensure that gender equality is advanced through service delivery.

Discussions included barriers to effective participation and how these can be overcome. According to the group discussions, the following are the some of the barriers: Access, Participation, and Transformation:

- Lack of self-esteem and confidence.
- Tradition, culture and religion.
- Women cannot borrow money at financial institution without husbands consent.
- Cultural and traditional, women are not allowed be head of the house.
- Women are not allowed to become a head woman of the village.
- Women are not allowed to preside over disputes.
- Women are not allowed to name a new born child.
- Women are not allowed to contribute in meetings, they rather sit and listen.
- After completing grade 12, girls must stay at home and get married while the boys are send out for further studies.
- Teenage pregnancies – the ladies are sent home to go and give birth while boys remain in school.

Transformative leadership

Key to this module was that leaders differ in many ways. There are leader groomed by people they lead, some political leadership came through elections or through the ballot box. For the democratisation process take place, electorate or voters elect leaders they think and or assume



Cllrs mapping the way forward for the workshop

they will lead and deliver on promises he/she has made during election campaigns. Participants also discussed another leadership 'Charismatic leaders, example given that of Mandela and late statesman, Nyerere of Tanzania. The meeting has high praise for many African leaders that has made a great difference in the lives of their nationals. The Module also challenged various stereotypes in leadership especially when it concerns women in these leadership roles. There is a believe that women cannot lead because of their societal and cultural roles; they ought to maintain and preserve. They believe their role should not be outside of the homestead. But according to the e women present at this workshop, 'gone are the days, these roles should still be in place. They are discriminatory and need to be relooked at. Namibia according to them has ratified and signed many genders instruments to rectify the situation.

This Module is based on three pillars on which leaders can be judged. They are based on, Access, Participation and Transformation. The Module explored qualities a good leader must have. They discussed the concept of transformative leadership and also brainstormed how citizens can hold their leaders accountable and how leaders can contribute to good governance and leadership qualities. Groups were divided to look at themes such as Access, Participation and Transformation. This was an exercise, based on question and answer methodology. It was realised that in most cases women are still sidelined when it comes to benefits like tenders for building, catering, mining explorations and many economic incentives.

The groups were divided, to discuss issues related to roles such as management skills and leadership skills, and how even citizens can help leaders to lead them or lead the country. In plenary participants feel that both men and women should be given even opportunity to lead and groomed accordingly.

What do communities expect from their leaders	How can communities contribute to good leadership? What roles can they play?	How can communities contribute to good leadership? What are the problems associated with leaders.
Development Street lights. Shopping complex. Housing Tarred roads.	Communities should give a help in hand to its leaders.	Leaders do not overcome their promises.
Community involvement To work with the community. Involve the community in decision making.	This is by working together for the well-being of the people.	Lack of leadership skills.
Service delivery Good sanitation – toilets, waste, refuse disposal. Provision of safe water	Advise its leaders on issues related within their community.	Lack of support from community.
Lead by example. To act responsible. Be committed. Avoid corruption or corrupt practises.	They should compromise on decision making and adhere to what their leaders tell them.	The spirit of jealousy corruption.
	They should have a good communication skill with its leaders.	
	Respect their leaders, for they have given him/her trust to lead community.	

- Participants were taken through qualities that are associate with “masculine”
- Traits and those associated with “feminine traits”. The traits were on management and leadership.

Leadership Quality	F/M	Management Quality	F/M
Lead by good example (good listener)	M/F	Performance (satisfactory)	M
Accountability	M	Monitoring and control.	M
Transparency/Honesty	M/F	Strategic planning	M
Respect exercise	M/F	Dispute resolution skills.	M/F
Problem solving skills	M/F	Planning	M/F
Proactive	M/F	Organising	M/F
Role model	M/F	Planner	M/F
Institutional	M/F	Accountability	M/F
Flexibility	M/F	Supervision	M/F
Good time	M/F	Controlling	M/F
Management	M/F	leading	M/F
Hardworking M/F		Control	M/F
Responsibility	M/F	Quality/innovative	M/F
Accountability	M/F	Confidence	M/F
Visionary	M/F		

The concept was discussed in plenary. Participants were asked what power means to them. Some say, control, possession suppression. Some also say, too much power in one had corrupt and should not be allowed. They were of the opinion that all controls should go through a democratic election. After these comment the facilitator went through with participants, different powers one finds in society.

Power: Ability to do or act.

Power over: A relationship of domination/subordination ultimately based on socially sanctioned threats of violence and intimidation; invites active and passive resistance and requires constant vigilance to maintain.

Power with: A sense of the whole being greater than the sum of the individuals, especially when a group tackles problems together.



Karibib workshop participants share knowledge

Power within: The spiritual strength and uniqueness that resides within each of us and makes us truly human.

During discussions it was realized that some people use power for their interest, to gain control over others. They say power is sometimes over used, by manipulating, intimidating, fear, etc.

Gender policy and planning concepts

Participants again were given exercises to do in groups on practical and strategic gender needs, gender blind, gender neutral and gender aware policies, gender mainstreaming, sex disaggregated data and gender budgeting. At this stage definitions of practical and strategic

needs were given for better understanding of the subject when planning for the needs of various target groups. Practical gender needs: Are the needs that women identify in their socially accepted roles in society. Practical needs do not challenge the gender division of labor or women's subordinate position in society, although rising out of them. Participants also learnt that Practical gender needs are a response to immediate perceived necessity, identified within a specific context. They are practical in nature and are often concerned with inadequacies in living conditions such as water provision, health care and employment. Strategic gender needs: Are the needs women identify because of their subordinate position to men in their society. Strategic gender needs vary according to specific contexts. In plenary various needs were discussed in which targeted groups were identified. Participants identified pensioners, Street Children, abused women and men both for practical and strategic needs. This exercise was also vital, as it helped participants when it came to the Module on Planning a Gender budget. Targets identified were used for practical and strategic needs.

Gender mainstreaming was another process of assessing the implications or impact for women and men on any planned action (including legislation, policies and programmes) in all areas and at all levels. Definitions were also given as regard to Gender Blind and Gender aware policies as follows; Gender-blind policies recognize no differences between the sexes. They mistakenly assume that men and male norms represent the norm for all human beings.

Gender the economy and budget

This module aims to explore key concepts such as gender budgeting and gender disaggregated data. It also deals with various types of institutional mechanisms for promoting gender equality, their advantages and disadvantages; and how they form part of a Gender Management System (GMS). Participants looked at some of the policies in Council that are not friendly towards affirming women economically as well as financially.

Participants were given a gender blind budget to rework and come up with a gender sensitive budget. At the end of this exercise many now understood why it is important to budget for the needs of women, men and children's needs. They also realized that in all budget allocations to different ministries, these needs are always not included even into the National budget of the country. They realized now that there is only one general budget allocation to the Ministry of Gender Equality and Child Welfare allocated annually. And this they do not agree after reworking the budget given as an exercise. There was a need according to participants that a separate workshop to be held on gender budgeting.

Outputs

- Karibib Town Council has a draft Gender and GBV Action Plan.
- Has an established Gender Based Violence Committee to help GL with its facilitation

Outcomes

- The Council has now a gender action plan in place for a possible gender policy roll out at a later stage.
- That the Council and stake holders will work together in the implementation of the Action plan and the Council to provide resources.
- That Council is pleased to attend the 2012 3rd Local Government Summit in March next

year.

Challenges

- Time period was too short.
- No availability of training equipment.
- Language barriers.
- Monitoring and Follow-up.
- Action plan was very difficult because we are not familiar with it.
- Municipality does not invite us, when they are setting up the action plan.
- Lack of information on the SADC Protocol.
- Difficulties in formulation of action plan.
- Language disability.

Way forward

- More awareness about SADC Protocol.
- Duration of workshops must be extended. Quite difficult to get on track.
- Implementing of Gender Links. Workshop was very fruitful, hope that it will not stop here.
- A committee can be elected to manage or implement the action plan on behalf of the Karibib community.
- Expose women more as we can.
- To go out and educate the people around us on Gender Links.
- To have more workshops related to this workshop, so that we learn more on Gender Links.
- To have all members that is present here to be taking part in educating the community of Karibib.

Closing remarks

One of the Councillors thanked Gender Links and its country facilitator for providing necessary skills of empowerment especially for women at the town. She encouraged all the councillors and community to implement what they have learnt and always refer to the manual for guidance.

Annexes

Annex A: Programme

DAY/TIME	ACTIVITY	WHO
DAY ONE:		
8:00 – 8:15	Registration	GL
8:15 – 8:30	Introductions	GL
8:30 – 8:45	Opening	Dep Mayor
8:45 – 9:15	Objectives <ul style="list-style-type: none"> • To provide background and agree on objectives for the workshop • To develop guidelines of participation • Eyes and ears 	GL
Key gender concepts		
9:15 – 10:15	Sex, gender and stereotypes	GL
10:15 – 10:45	<i>TEA</i>	
10:45 – 11:45	Group work on Challenging stereotypes; Internalising oppression	Group
Gender and governance		
11:45 – 13:00	Access, participation, transformation, transformative leadership: At the Coalface: Gender and Development	GL
13:00 – 14:00	<i>LUNCH</i>	
14:00 – 15:00	Report back – Debate	Group
15:00 – 15:30	Transformative leadership	GL
15:30 – 16:00	<i>TEA</i>	
16:00 – 17:00	Transformative leadership (continues)	GL
17:00	CLOSURE	
DAY TWO:		
8:00 – 8:30	Reflections, Eyes and ears	Group
Key gender planning concepts		
8:30 – 10:00	Practical and strategic needs	GL
	Group 1: Gender mainstreaming Group 2: Sex disaggregated data Group 3: Gender responsive budgeting Group 4: Gender equality in service provision Group 5: Gender management system	Group
10:00 – 10:30	<i>TEA</i>	
10:30 – 13:00	Gender, the economy and budgets	GL
13:00 – 14:00	<i>LUNCH</i>	
14:00 – 15:00 -	Draft gender action plan framework	GL/group
15:00 – 15:30	Group 1: Governance	
15:30 – 17:00	Group 2: Gender in existing programmes: Economy, procurement, housing, transport, utilities	Group
	Group 3: Gender in existing programmes: Health, HIV and AIDS, environmental health, social development	Group

DAY/TIME	ACTIVITY	WHO
	Group 4: Employment practices and environment	Group
	Group 5: Gender management system	Group
17:00	CLOSURE	
DAY THREE		
8:00 – 8:30	Reflections, Eyes and ears	Group
Localising plans to end gender based violence		
8:30 – 9:30	Key GBV provisions in the SADC Protocol on Gender and Development	GL
9:30 – 10:30	GBV as a key service delivery issue	GL
10:30 – 11:00	<i>TEA</i>	GL
11:00 – 13:00	Developing a plan to end GBV	GL
13:00 – 14:00	<i>LUNCH</i>	GL
14:00 – 15:00	Communicating local GBV action plans	GL
15:00 – 15:30	<i>TEA</i>	
15:30 – 17:00	Developing messages and slogans for the campaign	GL

Annex B: List of participants

NAME	Sex M/F	ORGANISATION	PHONE	FAX	E MAIL
1. Otilie Negumbo	F	Ministry of Agriculture water and forestry	064-550058	064550058	negumbo@mawrd.gov.na
2. Alfonsine Mbuti	F	Ministry of Agriculture water and fores	064-550057	064-550058	
3. Monalisa Hays	F	Ministry of Justice	064-550005	064-550328	Mhays@moj.gov.na
4. V.M/N Nuunyango	F	M.O.H.S.S	064-550073		Vickyn170@gmail.com
5. Helena N Amadhila	F	Community Learning and Development Centre.(C.L.D.C)	064-550602	064-550602	hnamadhila@gmail.com
6. Hilda Rooi	F	Community member	0813326054		
7. J.Awoseb	M	Kalahari Voice	0813436501		eyenews@iway.na
8. A.Pius	F	Namibian Police	0816288024	064-550333	
9. N.T.M. Nashixwa	F	Namibian Police	0812787934	06455333	
10. Mpasi.M	F	Community member	0816284321		
11. Josef W.	F	Community member	0812046531		
12. Hanna Mkamwandi	F	Youth Against crime	0813078776	064-55079	hanna@yahoo.ocm
13. Fidelis Muyunda	M	Karibib constituency	0812568011	064-550347	
14. Hon Pieter Kausiona(Dupit y Mayor	M	Karibib town council	0813246518		pkausiona@gmail.com
15. Christiaan Nguherimo	M	Karibib town council	0813696245		B3buckport@yahoo.com
16. Evelina	F	Karibib town council	0813411066	064-550032	endakoneka@yahoo.com

NAME	Sex M/F	ORGANISATION	PHONE	FAX	E MAIL
Ndakoneka					
17. N. Shikulo	M	Anglican church	0813616592		
18. N.N Cluguuguu	M	Karibib town council	0812240925	064-550032	
19. Hilde !Naruses	F	Youth Against Crime	0813140678		
20. Filliman Nauseb	M	Youth Against Crime			
21. Angela Jatamunua	F	Karibib Health Centre	0813763853		
22. Bernhard Gertze	M	E.L.K	0812727788		
23. Neville van Neel	M	Youth Against Crime	0813700450		
24. Rosita	F	Y.A.M	0814474154		
25. M.S. Yaotto	M	Karibib town council	0812418704	064-550311	
26. Thusnelde Buas	F	Y.A.M	0814884899		

Females	16	62%
Males	10	38%
TOTAL	26	100

Annex C: Gender action plan

GENDER AND GENDER BASED VIOLENCE ACTION PLAN FOR ROLL OUT IN LOCAL COUNCILS

The fields to be completed are:

- **Who** – *who/ which department/s will responsible of the action?*
- **What is the baseline data** - *what is the starting point, answer the questions?*
- **What is the target / indicator** – *what is the ultimate goal of the council and how will achievement of this goal be measured, answer the questions?*
- **When** – *what is the timeframe in which this should be completed?*
- **Budget** – *what is the budget required for this action to be completed?*

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
GENDER POLICY FRAMEWORK						
Increase council's level of awareness around national, regional, international commitments that the country has made especially the SADC Protocol on Gender and Development and the National Gender Policy	Councils should have standard training on national, regional and international commitments made by the country at each induction session of new staff.	Ministry of Gender, Stakeholders. Council.	In service training for gender policy.	More women involvement.	2011-2012	<i>N\$60-000</i>
Ensure that there is a gender policy in the council and it is implemented.	Advocate for the development and implementation of a gender policy for the council.	Stakeholders	Integration of gender action plan.	Women.	2011-2012	<i>N\$40-000</i>
Gender issues are given a high political profile by the Council and has a political champion	Provide training for key councillors on gender issues to ensure that gender issues are championed by key politicians.	Stakeholders.	Quality monitoring and evaluation.	Awareness campaign.	2011-2012	<i>70-000</i>
I. GOVERNANCE						
Representation						
To increase the representation of women councillors in the next elections to ensure that the SADC target of 50% women in local government is achieved by 2015.	Ensure that there are equal numbers of women and men councillors in the council through advocating for 50/50 quota	Local authorities, Equality act.	50%-50% women awareness campaign	Equal gender balance representative.	2011-2012	<i>N\$50-000</i>
	Lobby that there are equal numbers of women and men in decision-making positions in council, Mayoral committee, chairs of committees etc.	Stakeholders.	50%-50% usually women used to be the last.	50%-50%	The 4 th coming election.	<i>None.</i>
	Ensure that there is gender balance on all community committees.	Traditional authorities women.	Yes.	4 times a year.	After every 3 months.	<i>N\$5-000</i>
To ensure that women are equally represented in leadership positions in the	Compile and update statistics on women in leadership positions in local	Stakeholders.	Yes exist.	50%Male and 50% women.	Currently.	<i>N\$10-000</i>

Council.	government including management and other committees.					
	Encourage women to participate by mentoring and coaching them into these roles	Both male and female.	Mentorship programme established.	mentorship	Soon as possible.	None.
To educate communities and raise awareness about the importance of women's equal representation in local councils	Raise awareness in communities on the importance of women being equally represented in local politics and the importance of voting for women.	Local authorities.	Women empowerment awareness.	All women representation.	Ongoing	N\$40-00
	Host sensitisation programmes and hold dialogues that address the causes of 'pull her down' syndrome to promote better understanding of this phenomenon	Local authorities, Ministry of gender, ministry of education	Strengthen existing programmes	50%-50%	Ongoing.	20-000
Participation						
To increase participation by women because their concerns are often side-lined or overshadowed by political party concerns.	Ensure that women and men participate equally in council meetings.	Council, WAD	Not aware.	Multiparty, women causes established	Ongoing	
	Ensure that women have an influence on decisions taken by the council.	Council	Workshop to sensitise and to empower women.	50% women gender.	Ongoing.	
	Network with other local, national and provincial women's caucuses.	Council	It is existing.	External link established to empower women.	Ongoing.	
To empower women councillors to articulate what are regarded as "women's issues."	Conduct a skills audit of women's councillors.	Council	Determine the skills audit.	Data on specific skills. Female.	Once a year.	N\$10-000
	Induction programmes for new councillors with follow up refresher courses.	Gender Links	I does exist.	Data on specific skills, Male.	Once a year.	N\$10-000
To empower men on gender issues and mobilise their support.	Host gender training workshops for male and female councillors and	Gender Links	Male council.	Male.	3 times.	

	officials. Host monthly gender dialogues with male councillors and officials.	Women councillor s.	Training on assertiveness and public speaking.	50%-50%.	Once per year.	N\$25-000
Public participation						
To ensure that women and men participate equally in community matters	Collect, disaggregate and analyse data on communities.	NGO's, council, gender.	Conduct a survey.	Sex disaggregated.		
	Encourage men to participate in public meetings and on issues that are traditionally considered to be only of concern to women.	Council, Ministry of gender.	Workshop of men to educate them on issues of women.	Targeting men.		
	Educate, inform and disseminate information in indigenous languages on issues that affect women such as utilities, payment of bills, housing opportunities, contracts and employment opportunities and HIV and AIDS	Council.	Outreach program on to educate the clients on service issues.	Educated man and women.		
II. PLANNING						
To ensure that targeted planning and service delivery takes place in the council women are consulted equally in policy-making processes.	Ensure targeted gender planning and service delivery takes place in the council	Council	Gender planning and service delivery awareness.	Women and Men.	2011-2012	N\$70-000
	Ensure strategic objectives of the Council explicitly mention gender.	Council	Create awareness of council about gender.	Inclusion of Gender in strategic objectives.	2011-2012	N\$20-000
	Ensure that there are gender indicators in all plans.	Council	Gender mainstreaming.	Equal representation of opportunity for both men and women.	2011-2012	N\$25-000
	Information is collected from women about their constraints, opportunities, incentives and needs and women are consulted in the drawing up of plans and policies.	Churches , schools and council.	Consultation with stakeholders and needs assessment for women	Development policies on women issues.	2011-2012	N\$15-000

To ensure that women are consulted about their needs when drawing up plans for the council.	Adapt the vision and mission statement of the council to ensure that it is gender aware.	Churches , Council	Educating staff and Council on mission statement.	Statement exist	Ongoing	None
	Consult with both women and men when drawing up plans.	Churches , schools, councils.	Consultation drawing plans for women and men.		Ongoing Process	N\$30-000
	All units and departments should include gender indicators in their business plans.	Council	Head of department within the council to be trained and sensitized about gender indicators.	Business plan showing gender indicators.	2011-2012	N\$30-000
	Conduct surveys prior to planning to determine the needs of both women and men.	Council	Census to determine needs of men and women before planning.	Women and men	2011-2012	N\$13-000
	Councils should administer customer satisfaction surveys that are disaggregated and analysed according to gender.	Council	Administrating customer satisfaction surveys that disaggregated and analyses according to gender.	Disaggregated and analysed gender.	2011-2012	N\$25-000

III. GENDER IN EXISTING PROGRAMMES

Security and emergency services

To address issues of safety within communities that affect women disproportionately especially in informal settlements.	All streets should be named so that emergency services can locate women who call for assistance	Council	Name streets that are standing without street names.	Visible street names	2011-2012	N\$50-000
	Establish community policing posts	Nampol, Council, community.	Karibib youth against crime, PPRC.	Reduction of criminal activities.	2011-2012	N\$45-000
To educate women and to raise awareness, especially of women-headed households in informal settlements, who suffer disproportionately as a result of fires that destroy their homes and livelihoods.	Awareness programmes that target women, on the prevention of fires. Train community members on how to prevent disasters and to handle emergencies, including first aid.	NGO's, Council	Handling of disasters programs.	Disaster risk management reduction.	2011-2012	N\$60.000

The economy and job creation

To facilitate equal employment opportunities	The council has a local economic development	Council, local	Led offices has develop the local economic development	Policy implementation	Annually or ongoing.	
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because women are disproportionately affected by high levels of unemployment	plan that targets women entrepreneurs as key beneficiaries	government.	policies. Awareness and training of policies.			
	Ensure that women and men benefit equally from informal trading facilities in the council.	Council	Council put SME infrastructure and are accessible by all. Sex disaggregated data	SME ,ARG functional. Include in annual budget.	Ongoing	20000
To obtain sex disaggregated data on unemployment levels in local authorities	Conduct surveys, collect data and analyse it in conjunction with NGOs and CSO	Local Government	Sex disaggregated data. Establishment that women enjoys employment.	Ensure women employment 50/50 gender base balance. Gender Links policies.	2011-12	5000
To promote equal representation of women in the tourism industry	Facilitate development and entry of women into the tourism industry e.g. Provision of land to women in the industry	Council	The led policy made provision of women involvement in tourism. Awareness and training.	Women involved in tourism.	2011-12	200000
Procurement						
To ensure that women benefit equally from the procurement process which they have historically been excluded from.	The council has a procurement policy that sets a target for increasing the number and value of contracts received by women.	Council	Survey to establish number of contracts received by women. Raised awareness amongst women	More women to be involved	Annually.	
	Implement and monitor quotas for women for the awarding of council contracts	Council	The tender board policy are specific on unemployment. Creation	Tender board in place. Women must benefit from tender board projects.	Annually.	
Poverty eradication						
To develop a gender sensitive strategy to address the high levels of poverty that affect mainly women especially women headed households and align it with the planning unit in the Ministry of Finance	Facilitate the implementation of income-generating activities, improve resources allocated and implement monitoring and evaluation systems Train women on project management and sustainable livelihoods and how to access CDF and network with NGOs	RACOC, Council	Council support projects, HIV/Aids. Committee by giving small grand funds.	Sponsorship identified. Projects must benefit, Small grand funds.	Annually.	
	Liaise with and support	Constitute	The CDC, also donate funds to local	Project and benefit from CDC	Annually.	

	CBOs and NGOs already working with poor households.	ncy office	projects SME.MSE strengthen.	funds. Establishments.		
Business support						
To promote women's participation in the business sector where they are poorly represented	Link women's small businesses with opportunities in the value chains of growth sectors.	Councillors, Business partners.	Conduct a survey in order for us to find out.	% of women base on the findings from the survey (+/- 80%)	May 2011	N\$20-000
	Encourage public and private business partnerships.	Ministry of trade and industry	Yes, Chinese contractors (roads).	Already existed but we want more women's participation.	Ongoing.	N\$4.1 million.
To empower women entrepreneurs through business skills and support	Facilitate skills development, access to information and finance, and business support for poor women.	Same as above.	Yes, exist open market where women are selling their Kapanas.	At least 90% of women to be empowered+ trained.	Ongoing.	
Informal sector						
To promote equal access to markets.	Link women to growth sectors.	Council, business partners	Number of women in the informal sector registered with the municipality. +/- 50%	Number of new formal businesses applied to municipality.	Ongoing	
INFRASTRUCTURE						
Housing						
To promote the equal rights of women to land tenure	The council keeps sex disaggregated data on title deeds.		Yes.	Sex disaggregated data on sousing (male and female).	Ongoing	
	The council has taken steps to ensure that women benefit equally from land and housing opportunities.	Council, Ministry of local government and housing.	Yes,, they are available at municipal offices.	Existing policies that are ensuring women on equal distribution of land.	Annually	
To ensure that women's needs are taken into account because they are mostly affected by inadequate housing.	Identify unsatisfactory living environments and formulate recommendations for their improvement.		Conduct a survey. Holding community meetings.	50% of women in housing committees.	Ongoing	N\$30-000
Water, sanitation and electricity						
To ensure that women, who are disproportionately affected by inadequate service	The council has sex disaggregated data on who has access to basic	Council, Manpower.	No disaggregated data on access of services.	80% of women has access to the electricity and Sanitation, therefore they	Asap	N\$10million.

delivery, are provided with affordable access to basic services	services i.e. male and female headed households.			using woods as a sources of energy.		
	Women are involved in the planning, management and maintenance of these services and facilities.	Ministry of energy, Sonered.	Yes, 50%-50-50	80% to be involved.	Ongoing.	Depends on municipality budget.
	Ensure that women are consulted prior to the provision of services.	Solar energy, Erongo red.	Meetings to brief women on this agenda.	90% needs to be empowered before	Before 2015Ongoing.	
Environmental health						
To involve women, as key stewards of the environment, in environmental preservation projects or making business ventures from the environment.	Women are consulted in the management of waste.	Town council.	Train women on waste management campaign..	75% of women will be given training.	2 days trainings I day campaign.	N\$35000-000
	Women and men benefit equally from business opportunities in this sector.	Town council, private sector, public sector.	No, create an entrepreneurship meeting for all business with in Karibib. This will be registered businesses and non-registered businesses.	Both man and women that have businesses, 50% of people will be trained.	1 day meeting @ month.	N\$500-000
To take into account the needs of women who are increasingly burdened with the responsibility of burying family and community members.	Women's needs should be taken into account in the location of cemeteries.	Town council, Ministry of Gender.	None, hire consultant to do survey on needs of women.	Keep sex disaggregated data, that will give us more information on women's needs into account in the location of cemeteries.	1 month and every after 3 months.	N\$50000
HEALTH						
Ensure health facilities are accessible to women		Ministry of health and town council.	Hire consultant to do a survey on needs on women.	Have the number of women that have access to health facilities and the once that don't have access to health facilities, educate them on the importance of using health facilities.	Annually	N\$95000-00
HIV and AIDS						
Prevention						
To establish the gendered dimensions of HIV/AIDS and raise awareness on the disease in the council.	Ensure that council keeps gender disaggregated data on HIV/AIDS	Ministry of health, town council and ministry of gender.	There is already such programme existing. We will conduct on free testing programmes for us to keep records of sex disaggregated data we will make it an awareness programme.	We will have the percentage of both women and men infected within the town.	Once a year, annually.	N\$40000-00

		V.T.C				
	Integrate gender considerations local in HIV/AIDS programmes.	Ministry of health, town council.	It is already available, we will raise an awareness to educate women and men on the PEP.	It increase the % of knowledge for the people to know about PEP.	2 x a year.	N\$10000-00
	Develop gender aware HIV and AIDS public education and awareness campaign.	Ministry of health, town council.	Hire a consultant to do a survey on the number of women that uses health facilities.	Have the number of women that have access to health facilities and the once that don't have access to health facilities, educate them on the importance of using health facilities.	Annually	N\$95000-00
To raise awareness that there is an increased risk of contracting HIV/AIDS as a result of sexual assault.	Public awareness campaigns on the links between GBV and HIV/AIDS	Ministry of health, NGO's, council.	Have a workshop, awareness raising campaign.	Knowledge created.	Ongoing.	
To educate women who are not aware of the need to avail themselves of Post Exposure Prophylaxis (PEP) and emergency contraception in the event of a sexual assault.	Integrate PEP into public awareness campaigns; Lobby to have PEP available in all health facilities.	Ministry of health, Ministry of gender. NGO's, and council.	Educated people on PEP and servers to see how many clinics use.	Inform people on PEP.	Ongoing.	
To educate women and men on voluntary counselling and testing which is a powerful tool for preventing the spread of HIV/AIDS.	Obtain gender disaggregated statistics on VCT. Use this to devise campaigns to encourage women and men to go for VCT.	Ministry of health. Ministry of gender. Council.	Survey on VTC in the area.	Statistics do exist.	Ongoing.	
Treatment						
To address the fact that women are often the last to access free treatment where this is available.	Gender disaggregated statistics on access to treatment and care; policy measures to rectify this.	L.A and MHSS	Compare number of man and women that access free treatment.	Sex disaggregated data	Ongoing	
Social development						
To make community and sporting facilities more accessible to women and girls and ensure that they benefit equally from such facilities.	The council keeps sex and age disaggregated data on the use of existing facilities, e.g. retirement centres, community centres, libraries and Women, girls, men and	L.A and all line ministries .	<i>Sex disaggregated survey data to be conducted.</i>	Sex disaggregated on the use of community and sporting facilities.	Ongoing process.	

	boys benefit equally from budget allocations for sports and recreation facilities					
	Design programmes to ensure that women and men benefit equally from local authority facilities, for example promoting women in traditionally male sports, e.g. Soccer and boxing.		Conduct various workshops to sensitise women and man	Man and women.	Ongoing process.	
IV. EMPLOYMENT PRACTICES AND ENVIRONMENT						
To increase the representation of women employed in the council.	Adopt the SADC target of 50% women in all areas of leadership and employment by 2015. Explicitly prioritise gender equity in performance plans.	Council	Advertisement and employment are made on a gender base practise.	50% women in all areas of employment by 2015.	Ongoing.	
	Address gender imbalances in departments – increase number of women employed overall as well as increase the number of women in senior and management positions and address the departments where the greatest imbalances exist.	Council	Affirmative action plan in place.	To address the in balances of employment for both men and women in all positions.	annually	
	Include women’s targets as a non negotiable component of senior managers’ contract.		Affirmative action policy providing for such.	To change the mind sets of management in inherited colonial laws.	Annually.	
	Obtain buy-in and support of the unions for increased gender equity in the employment profile of the council.		Enters into close shops agreements with unions to address equality issues.	To ensure women representation in various positions of council	Annually.	
Selection and recruitment						
To ensure that the recruitment and selection process offers equal	All job advertisements should encourage women to apply.	Council, NGO’s.	Review recruitment policies, make sure all adverts include women and people of disability.	Recruitment policy.	ongoing	

opportunity to women.	Selection panels should be gender balanced.	Council, NGO's.	Select experts with gender knowledge. Make sure they are 50/50% panel of representatives.	50/50 balance.		
	Gender sensitive selection policies should apply at all time: Interviews questions and practices should not discriminate against women in any way. Experience and qualifications should both be taken into account in evaluating suitability for posts.	Council, NGO's.	Criteria drawn up for panellist, questioner drawn up. Make sure women are not discriminated.	Gender aware panellist drawn up.	Ongoing	
	Develop comprehensive employment equity plans.	Council.	In the recruitment policies make sure that the equity plans are equated.	Policy in place.	Ongoing	
	Apply job preservation policy to meet women's targets.	Council, NGO's.	Put coder system in place.	Quotas introduced.	Ongoing	
	Incorporate gender into structure system policies and processes.	NGO's, Council, Ministry of gender.	Gender management system introduced.	In gendered structures.	2010/14	
Career pathing						
To educate and train women employees, who have previously been disadvantaged, by implementing capacity-building and mentoring programmes so that they may be empowered to perform	Council should have a staff development plan and this should be adequately planned and budgeted for.	Council, NGO's.	Draw up a structured development plan which is budget for.	Policy in place .Plan in place.	ngoing	
	Undertake a skills/qualification audit and assessment of all municipal employees.	Council, NGO's.	Audit skills of municipality staff.	Audit. The different qualifications/experience skills.	2011-13	

their job functions and map their intended career paths	Devise and implement a range of capacity-building options for employees and councillors	Council, NGO's.	Capacity building training for councillors and employees.	Skilled and capacitated coders.	ongoing	
	Mentoring new councillors and employees.	Council, NGO's.	Indication courses for new councils and employees.	Mentorship program in place.	Ongoing	
	Provide information to councillors, CBOs and community members.	Council.	Information dissemination campaign in place.	Inform councils.	Ongoing	
	Increase the number of learner ships available for girls.	Ministry of gender, council, NGO's.	Training program developed for girls.	Training manual in place.	2011-13	
Work conditions and environment						
To facilitate women's equal participation in the workplace by providing support for parents because parenting responsibilities have continue to be the main responsibility of women.	Provide and standardise paternity leave and accompany this with a programme on responsible fatherhood. Possibly consider shared maternity and paternity leave	Ministry of health, Ministry of gender, NGO's, council.	Train men on responsibility of fatherhood.	Fatherhood programmes.	2011-13	
	Meetings times should take the needs of all employees into consideration and not run too late.	NGO's, council, private sectors.	Introduce sensitive working hours .Draw up strict agenda for meetings.	Timeline set.	Ongoing	
	Provide child care facilities for municipal employees.	NGO's, council private sector.	Introduce baby corners child.	Child care facility program in place.	2011-12	
	Provide flexible work arrangements for parents.	NGO's, council, private.	Strictly adhere to 8 hour per day work.	Timeline set.	Ongoing	
	Conduct awareness programmes on parenting responsibilities.	Council, NGO's.	Courses on parenthood.	More parents educated on the upbringing of their kids.	Ongoing	
Address issues of sexual harassment in the council.	Develop and implement a sexual harassment policy	Council, NGO's	To educate staff on sexual harassment policy.	Policy on sexual harassment reviewed.	Ongoing	

	(SHP). Workplace education and awareness on the SHP	Council	Educate on Government's SHP	Government has a SHP	Ongoing	
V. GENDER MANAGEMENT SYSTEM						
Gender structures						
To establish structures that constitute the gender machinery and to ensure that they have the authority to carry out their work and to obtain the commitment of all managers.	The council has set up a gender structure, including a gender focal person, which has a budget and is empowered to do its work.	Council, NGO's.	Encourage the council to employee/appoint one allocate a budget according to.	Gender budgeting	2011-13	
	Gender is written into the job descriptions and performance agreements of managers and key functionaries	Council, NGO's.	Review job description of managers and other staff.	<i>Job description in place.</i>		
Budget, monitoring and evaluation						
To make use of gender disaggregated data for monitoring and evaluation to ensure that gender equality is being strived for.	A share of expenditure is explicitly targeted at promoting gender equality.	NGO's, Ministry of trade.	Introduce economic policy targeting women.	Policy in place.	Ongoing	
	Women are able to benefit equally and meaningfully from the resources allocated to mainstream projects.	Council, NGO's.	Make sure that the council give tenders to women.	Empower women	immediate	
	Service, employment, procurement statistics are disaggregated by sex and gender indicators have been put in place for planning and human resource management systems.	NGO's, council.	Women are trained in planning and resource mobilisation planning. Do a survey to find out how many women have benefited.	Sex disaggregated data.	2011-12	
To ensure that resources are being allocated to gender priorities.	Ensure that departments allocate resources to gender priorities.	NGO's.	Ministry of gender budgeting in departments.	Gender budgeting introduced.	2011-12	
Capacity building						
To ensure that training is done to educate all employees and community groups on gender	Diversity and gender training is provided for both men and women in the council, at all level and is done systematically	NGO's, council.	Continues training of councils in skills and capacity building.	Trained councillors.	Ongoing.	

	Facilitate skills training for members of gender machinery.	NGO's, council.	Train all gender machinery at a town.	Gender machinery trained.	Ongoing	
	Liaise with service providers to provide training programmes.	Council, NGO's.	To provide training programs at the town.	Residents trained.	Ongoing	
	Facilitate training programmes among councillors, officials and community groups and asses impact of the training.	NGO's, Council.	Training programs have been established audit.	80% of residents trained.	2011-12	
	Gender sensitivity, analysis training for both male and female councillors and officers.	NGO's. council.	Training for councillors on how to analyse gender concepts.	Gender aware councillors.	Ongoing	
To raise awareness on gender issues and challenge the belief that gender is a "women's issue".	Compile a calendar of special gender events and campaigns.	Council, community.	Various campaign strategic campaigns launched.	Councillors and communities.	Ongoing.	
	Prepare pamphlets, advertising, posters, logo etc.	Council, NGOs, community	Raise awareness about 16days	All trained	Ongoing	

GBV action plan

FLAGSHIP PROJECT - ENDING GENDER BASED VIOLENCE						
STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
365 Day Action Plans						
To involve councils in addressing gender based violence.	Localise the National Action Plan on Gender Violence.		Does the council know of the National Action Plan on Gender Violence	What is the target		
Prevention						
To make communities safer by planning and improving safety in public places	Conduct gender safety audits and reflect specific targets for reducing GBV.	Police Council	There are no statistics	Obtain statistics	2010	N\$10.00
	Work with communities to ensure that all public spaces such as parks, cemeteries, and all neighbourhoods are safe with adequate street lighting.	Office of the Mayor, CEO	Lighting is adequate in some councils but not in others, especially in informal settlements	30% improvement needed in street lighting 100% decrease in sexual assault in informal settlements	2010	N\$200.000
	Improve street lighting in public places, egg parks, cemeteries, in neighbourhoods.	Council Erongo Red	50% of streets are lit	100 % improvement in street lighting	2010/2011	N\$100.000
	Name all streets clearly so that police and other emergency services can reach residents with ease in the event of emergencies. In informal settlements each municipality to develop land marks	Erongo Red, Council	All streets are named	All streets are named and only for name plates to be re – erected 20% to be fixed	2010/2011	N\$50.000
	Conduct safety awareness programmes and establish a watchdog community including all community based structures e.g. community policing forums, etc.	Mayor PRO Police Church Leaders School Principle	PPRC	1 per area	2010-15	N\$50.000
	Involve street hawkers in crime watchdog projects.	Members of the	There is a need to create one at the town	Create awareness raising for the Involvement of vendors	2011-14	N\$30.000

FLAGSHIP PROJECT - ENDING GENDER BASED VIOLENCE						
STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
		Community Council PRO				
<i>Public Awareness Campaigns</i>						
To obtain reliable statistics on gender based violence.	Conduct gender safety audits and reflect specific targets for reducing GBV.	PR, Corporate Services	Currently statistics are police crime reports and courts.	Reliable statistics on GBV available.	2011-12	N\$20.000
To raise awareness on gender based violence.	Conduct awareness campaigns; take a high level political stance against GBV. Plan for and participate in the Sixteen Day Campaign.	Council Ministry of Gender, Church leaders Community	No council has not actively participated in awareness campaigns in the past or promoted the 16 Days Campaign.	Participate and organise the 16 days campaign	2011-13	N\$20.00
To mount high profile campaigns during the Sixteen Days of Activism, including the Take Back the Night campaign.	Well-orchestrated campaigns	PRO Ministry of gender Churches Community Group	Council has never participated in the Take Back the Night Campaign	Organise annual events in campaigns Lobby efforts to extend campaign to 365 days in the future.	2010-12	N\$20.000
To educate communities on gender violence which is rooted in unequal power relations and is "hidden" despite being one of the major challenges facing the municipality?	Devise a comprehensive programme on Gender Based Violence.	CLO, NGOs	There are no programmes on GBV within the council	Programme on GBV in place.	2011-12	N\$20.000
	Conduct awareness campaigns; take a high level political stance against GBV. Plan for and participate in the Sixteen Day Campaign.	Office of the Mayor	Awareness is raised through police public relations consultative meetings. Very few councils have participated in 16 Days Campaign in the past	Materials printed and public statement against GBV. Participate in two events during the 16 Days campaign	25 Nov – 10 Dec 2012	N\$30.000
	Sensitisation campaigns in partnership with specialised agencies, e.g. Talks for school children and counselling for couples.	Council Community Ministry of Gender	council has never participate in sensitisation campaigns in the past	Council to organise campaign	2011-13	N\$20.000
	Reclaim spaces that have	Council	No there are no open space	Conduct audit on unused	2010-12	N\$20.000

FLAGSHIP PROJECT - ENDING GENDER BASED VIOLENCE						
STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	become unsafe through community action.		however, unused buildings	building		
	Promote involvement of men and boys in ending gender violence.	NAPPA RACOC CAA	Yes, men and boys been targeted in campaigns to end GBV	Continue to encourage men and boys to partake in campaigns	annually	N\$15.000
	Monitor and evaluate impact of all public awareness campaigns		No, awareness campaigns have not been monitored and evaluated	Conduct M&E	annually	N\$15.000
	Join the 'Making IT work for Gender Justice' initiatives such as cyber dialogues.	Stakeholders	No	Council to organised such dialogues	Ongoing	N\$15.000
To educate the police on GBV because most cases of go unreported as women fear reporting such cases and conviction rates are low as police often do not regard GBV as a priority.	Work with the police and communities in ensuring that cases of gender violence are reported and addressed.	Police , PR committee	Some councils have has consultative meetings have been held with police regarding crime in general in order to start collecting statistics	30% decrease in violence.	201-12	N\$20.000
	Liaise closely with the police; ensure a private room/ victim empowerment unit at police stations; improve the services provided by the Police.	PPRC	Bigger municipalities have Women and Child Protection Units available. Some councils have a private room in police stations and female officers Some councils have public relations committees dealing with crime	All councils to have police stations with private rooms for women to report cases of GBV 20% increase in convictions of GBV	2011-15	N\$50.000
Best practices						
To showcase best practices to end GBV	Collect and present best practices being done by councils to end GBV	Support groups, Police Ministry of Gender Council	There are cases that has taken place but has not been formally documented	Conduct and Lobby for best practices and for the documentation	Ongoing	GL
Response						
To support national efforts to respond rapidly and effectively to GBV	Securing all public places	Police Council Community	No, 90% is not safe. Proper lighting and de-bushing to take place.	Work toward making them safe	<i>Ongoing</i>	<i>N\$50.000</i>

FLAGSHIP PROJECT - ENDING GENDER BASED VIOLENCE						
STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	Supporting the development of police community forums (CPF) and initiatives and ensuring that GBV is high on the agenda.	Community Groups Church leaders Council	Are there community policing initiatives forums	What is the target	2010-15	N\$50.000
To implement actions that are effective in responding to GBV in your council	Develop and maintain an updated database of services and facilities available to survivors and victims of gender based violence. Capacitate survivors of gender violence with life skills and provide ongoing support in collaboration with various community structures.	Ministry of Gender Council Church leaders	There is no reliable database only at National level (Ministry of gender)	Develop database of services and facilities	2010-15	N\$40.000
	Encourage role modelling of survivors and victims	Victim and Survivors , Ministry of Gender Church leaders	There is no role modelling being done at present	Lobby and encourage role modelling cases to be used at national events	2011-15	N\$30.000
	Establish gender units and family counselling services at people centres with appropriate resources	Min of Health, Gender and Council, NGO	There are no such units in Arandis survivors are referred to Swakopmund	Lobby for unit at police station and clinic	2011-15	N\$50.000
	Ensure that clinics and health facilities operated by local government strengthen the capacity of communities to understand the link between gender based violence and HIV and	Council & all stakeholders	No clinics does not highlight the link between HIV and AIDS and GBV	Create awareness and training for clinics and health facilities to address this issue	2011-15	N\$20.000

FLAGSHIP PROJECT - ENDING GENDER BASED VIOLENCE						
STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	AIDS.					
	Alleviate the burden of home based care that is shouldered by women in the majority of cases.	Council & all stakeholders	There is no stats on HBC for survivors of GBV	Conduct audit on HBC for survivors of GBV and create awareness for the participation of youth groups, victims and churches	2011-15	N\$30.000
	Work with the police and communities in ensuring that cases of gender violence are reported and addressed.	Council & all stakeholders	There are no statistics on GBV in the council?	Obtain statistic through the PPRC forum	Ongoing	N\$20.000
	Liaise closely with the police; ensure a private room/ victim empowerment unit at police stations; improve the services provided by the Police.	Council and all stakeholders	Yes, there are female officers	Campaign for victim/survivor friendly rooms	2010-15	N\$5.000
Support						
To provide better support and more places of safety and care for survivors of GBV. Most of these are provided by NGOs with support from foreign donors.	Strengthen and support shelters and places of safety for survivors of gender based violence.	Office of the Mayor, MGECEW	There are no places of safety and care are there within the council	1 place of safety and care in towns and villages 2 in Municipalities	2011-12	N\$30.000
To provide information on where survivors of GBV can get help.	Promote city and NGO publications and pamphlets in different languages on where to get help.	Corporate NGOs Partners	Most publications are produced by NGOs through printed and electronic media.	20 000 pamphlets per annum.	201-15	N\$40.000
To implement a plan and actions that supports survivors of GBV	Carry out an audit of safe houses.	Council, Min. Gender	No audits has been done	Conduct audit and plan gender base programme accordingly	2010-12	N\$20.00
	Commit council resources to strength and ensure sustainability of existing places of safety and establish some in places they do not exist.	Council and Development Partners	Council has not committed any resources to supporting survivors of GBV, however assistance is granted through the Mayor fund	allocation specific Budget for GBV and other social related issues	2010-13	N\$20.00
	Establish day care	NAPPA	There are no care centres	Only one taking into account	2011-13	N\$50.00

FLAGSHIP PROJECT - ENDING GENDER BASED VIOLENCE						
STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	centres for the elderly to ensure their safety.	Council Ministry of Gender	only soup kitchens	of the town's population		
	Ensure that women are economically empowered to reduce their vulnerability to gender violence.	Min. Gender, Council All stakehol ders	There is no such programme however there are more women on the built together housing project	A Social grand programme Develop a SME park which will be safe for women to operate their business from	2010-13	N\$20.000
Coordination						
To facilitate a comprehensive and coordinated response to GBV.	Establish a multi-sector coordinating committee	Council All stakehol ders	Only the PPRC programme exist for addressing crime	Develop a multi – sector coordinating committee	2010-15	N\$15.000
	Strengthen relations with local police stations and ensure that cases of GBV are efficiently and effectively addressed.	Council and All stakehol ders	Currently stakeholders on meet at the PPRC meetings	Expand the mandate of the PPRC to be inclusive of all social issues.	2010-15	N\$15.000
Budget allocation						
To ensure that Councils commit budget and resources to addressing GBV	Allocate budget and resources to addressing GBV	Council and develop ment partners	There is no budgetary allocation but funding can be made available from the contingency vote	Budget allocation of amount N\$30 000.00 This action plan budgeted for	2010-15	N\$30.000
Monitoring and evaluation						
To ensure that efforts to address GBV are monitored and evaluated	Develop a set of targets and indicators to measure progress and ensure that these are mainstreamed into development plans.	All stakehol ders	No, targets has been developed and integrated in to plans	Develop Targets and indicators that are in line with the Gender Action Plan	2010-15	N\$20.000

Annex D: Messages, slogans, posters

DEVELOPING MESSAGES AND SLOGANS FOR THE CAMPAIGN

Arena for action	Day	What needs to be communicated to or by these groups	Slogan	What communication tool should be used
Individual				
Abused woman or man	25 Nov	The importance of educating women and men on dangers, impact and abuse: SADC Protocol on GBV will add value to this campaign	"Be empowered to know your rights"	Radio/TV talks shows, drama poetry, leaflets, one on interviews with women and men
Abused child	16 June: International Children's rights day	SADC Protocol on the rights of girls and boys as well as other international, regional and continental laws on the rights of the Child	" We are not soccer ball do not kick us"	Create on Radio/TV children's forums to speak out against GBV, panel discussions, debates
Abusive men	8 March: International Women's Day	Men need to form part of all GBV action events and plans. Review rape, domestic and other laws/Acts dealing with abuse	"Being responsible is being a good father"	Brining men in studios to discuss their roles, as responsible father, debates between men and boys GBV, leaflets, posters
Family/ Household				
Mother, father, guardian	10 December	Positive parenting should form all basis of GNV campaign in country. Education on laws and role of parenting	"Our rights are human rights"	SADC Protocol on Gender and Development, Constitution, all gender Instruments discussing on gender and equality Radio/TV, debate, posters
Parenting	13 June father's Day	The role of parenting in youth	"Care for us"	Panel, debates on radio/TV, postcards

Arena for action	Day	What needs to be communicated to or by these groups	Slogan	What communication tool should be used
Community				
Community	22 August: Condom Day	Need to mobilise communities to create safe spaces.	"Spread the word on abuse"	Radio in local languages, drama, posters, leaflets
Schools	28 September: Namibia Child Day	Educate children on their rights to access free education from government	"Education Right nor Privilege"	Radio programmes targeting, on education as a right not privilege
Religion	25 Christmas day	Religions role need to be revisited and unity forged between all churches including faith based ones	"Be empowered to know your rights"	Make sure local church programmes promote diverse church services on issues of GBV. Debates, drama, church choirs and target Church sermons
Sports	June FIFA world Cup start in SA	Education Namibian on Sports and as a Unifying tool. This need to be also our main campaign for 2010 World cup next year	"The ball is in every body's pitch"	Sports Radio/TV programmes, soccer experts, soccer bodies, sport commentators/researchers, activists, Women's sport bodies, drama, leaflets, posters
Society				
	15 September:	Keeping politicians on their toes for	"Where were you when we	Radio/TV, leaflets, posters,

Arena for action	Day	What needs to be communicated to or by these groups	Slogan	What communication tool should be used
Political leadership	Democracy Day	commitments and promises they have make during elections and SADC Protocol.	needed you"	debates
Criminal justice System	21 September International Peace day	Educate citizens on their rights as enshrined in the Namibian Constitution and other relevant laws	"GBV is a criminal offence"	Laws, Acts, posters, drama, poetry, music
Media	3 rd of May: World Press freedom Day	The role of media, that they are not ordinary by-witnesses of event unfolding but part of the solution	"I have the right to access you"	Media Houses, MISA Namibia, Editors Forum, media experts/commentators
Culture	16 October: World Tobacco day	That Culture need to be engage with, in terms of women and their roles in society, socialisation and advancement	"Kick out inequality"	Cultural performances, drama, poetry, drama, debates, workshop

Annex E: SADC Protocol village level report

SADC Protocol Village Level Report:

The first day 15 March 2011 only 20 participants attended when this Quiz was done. The number on 16 March 2011 swelled to 26. Important to note here is that even stakeholders had little understanding of the SADC Protocol on Gender and Development. But it was satisfactory as few have heard when some leaders of the country including the President spoke at meetings at the town. They requested the Ministry of Gender Equality and Child Welfare to do Outreach programmes to bring the Protocol closer to the people. The Video shown as helped their understanding. Besides all short coming they now know what this document is all about.

Work already done to achieve targets in protocol:

- Awareness raising now with Gender Links only.
- Little is happening at the town.

How the targets in the protocol be included in the work of Karibib council:

- To appoint a gender focal person.
- More women Councillors and women on tender board, management committee.
- Include women in planning meetings.
- Women to be educated on Protocol to influence better representation and participation.
- *Popularization of the SADC Protocol as a council*
- Through meetings, debates, awareness raising campaigns and outreach programmes.
- Hold regular meeting with communities and briefs on latest development on the protocol.
- Produce documents/pamphlets in local languages for better understanding of the document.
- Reach out to schools and remote/rural areas for educating masses on the Protocol

Annex F: Workshop Evaluation

Workshop Evaluation (19 Participants filled in evaluations)

	EXCELLENT	GOOD	FAIR	POOR	VERY POOR
1. MODULE DESIGN	11	8			
2. MODULE CONTENT	7	12			
3. DOCUMENTATION	11	7	1		
4. GROUP WORK	14	5			
5. OUTPUTS VIS, EXPECTATIONS	5	10	4		
6. LEARNING OPPORTUNITY	7	10	2		
7 NETWORK OPPORTUNITY	2	13	4		
7. ADMINISTRATIVE ARRANGEMENTS	7	11		<u>1</u>	
TOTAL	67	76	11	<u>1</u>	

Comments

1. Which session did you find most useful? Why?

- Module one, key gender concept, it was most interesting for me.
- Gender mainstreaming.
- Explanation of key gender concepts, it helps me to clearly understand different gender concepts and how they differ.
- The action plan, because it was my first time doing the action plan and learned from it.
- The SADC protocol on gender and development it was over whelming.
- Sex and gender roles, it tell us about who we are as women.
- Group work.
- I find out more about what women can achieve in life.
- Budget and gender balance in leadership, because without a budget you cannot achieve anything.
- Gender management system, because we learn a lot about leadership and management.
- Gender concepts, because I have learned the difference between gender and sex.
- Gender and sex, because it shows or learn the different roles that are done by men and women.
- Planning: because it teaches as how can we plan our budgets
- Gender management system, because it tells more the reason on why the women have also to represent on an government posing of leadership or management position.
- Gender concepts, because it is really learning the people to understand the gender and how also on how I can differentiate between them.

2. Which session did you find least useful? Why?

- Action plans formulation for the council, because the councillors were supposed to do it on their own.

- Action plan, because of lack of information so it was a bit difficult.
- All, I have learned something new which I need to use in my daily work.
- Budget, it's difficult to estimate how much is going to be used.
- Gender in specific programmes whereby we learned also how the women have be balance with and also the formation of plan action
- Governance, Budget, because at this moment I do understand about governance and I can either prepare the budget.

3. How will you apply what you have gained from this engagement?

- I will apply through my knowledge I get from this workshop.
- Engage to community in participating.
- I will arrange meetings and workshops with various groups in my community.
- Tell my fellow Y.A.M members about what we discussed.
- By sharing with others and empowering women.
- By practicing it with community.
- Implementation.
- Hopefully trying to have more meetings and awareness.
- By informing my fellow work mates who didn't attend the workshop, what I learned in this workshop.
- Will put it in practice.
- I am going to share what I have gained to my colleagues who were not at this workshop.
- I will use this knowledge at my work as I also work with people (victims).
- I have learned/gained more information.
- I will also make a use of it particular informing up a activities calendar for our institution to give information to the organisation on how to involve the gender in balance in the organisation.
- I will try to learn others and make them understandable.



Dep Mayor and and fellow Cllrs working on Plan of Action

4. Any other comments

- The workshop was very fruitful for me, because I learned a lot of right that I have never hear about.
- Gender Links should give more awareness campaign programmes country wide, to assist government in promoting local government gender action plan.
- Just that I attended one day and had collected few information.
- Keep up the good work.
- More workshops should be held please.
- Regular follow-up needed.
- Council must take up the proposed action plan and please implement it.
- The workshops were very short.

- This was a good workshop, I have learned a lot. Keep up and continue to reach the rural areas also.
- The time period was too short while the aspects that covered was more, at least try to balance the time.
- Creating awareness of cancel about gender activities.
- Money workshop need to be contacted
- The Gender Links should take people from the town council who participate in these workshops, including 1 or 2 councillors to participate more about the local government gender action plan.