



## STAGE THREE WORKSHOP REPORT

Country: Namibia

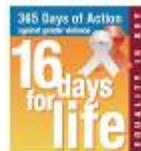
District: Arandis - Erongo region

Date: 6-8 Sept 2010

Venue: Arandis Town Hall



Group picture with Junior Council, Arandis



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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 6-8 Sept 2010 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
  - And empowering women leaders around the Media Literacy tools.



Part of Arandis participants

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 Non Governmental organisations representatives; in total 28 participants (10 men and 18 women); see

**Annex B** for the full workshop participants list.

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

The Draft Arandis 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.



**Group picture with Mayor of Arandis in white jersey**

In 2009, GL embarked on a study in Zimbabwe on women's representation and 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.

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

### **Process and activities**

The 3 day training workshop programme employed the learning by doing approach which enables participants to be involved in the activities. To this end the material makes use of role plays, exercises and relative and informative case studies that are used to provoke thought and discussions about and plan the work of Councils from a gender perspective.



**SXE addressing participants at the workshop at Arandis:Pic Council**

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 Mayor of the Town who urged participant to work hard toward the drafting of the GBV Plan of Action for the Arandis Town Council and Community. The Mayor briefed delegates about the COE that the Council has agreed with Genderlinks. 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 even if the Council is voted back in power in 2010 Local Government elections come November 2010, the next Council will implement is as per Council resolution. GL Country facilitator thanked the Mayor and Councillors for fro welcoming Genderlinks to the town. The GL facilitator promised the Council that she will provide all necessary skills to Council, management, staff and residence of the town in skill needed like 16days GBV Campaign and Local Government Summit collection of case studies.

### **Modules**

The workshop kicked off with Gender Concept. Role play was given before explanations were sought on what is 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.

### **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 in groups to further brain-storm on them. Each participant was given cards with different roles, activities and occupations.



**Participant swapping cards**

These cards were place on the board 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 done pinning up these functions under boy/man or girl/woman. The main challenge were the cluster of inter changeable, where some of the roles played yesterday by men only, women have made a great inroad politically and economically. The group took cognisance of those roles that can

be changed and those that cannot.

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

### **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?

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 mean to them.

## **Stereotypes**

### Media and Advertising

- Women portrayed naked to public for fees.
- Adverts: 4\*4 Himba lady.
- Adverts: Law firm-“kick butt” with half naked women on it.
- Media portrays a certain image of women: sexy, beautiful, long hair etc
- (Modelike) But not: smart, strong, mothers, loving.

### Proverbs

- Women are sex objects.
- Women are men servants.
- Women are gossiping and Hypocrites.
- All women are witches.
- Women are gold diggers.
- A woman is a cat.

### Songs

- Though it is a woman that I lived with but, she is a ghost!!!
- She is always out, for drinking, partying, with friends.
- Role play of difference songs were performed depicting how women are being stereotyped in songs.

### Soap Opera

#### How Stereotypes are re-enforced.

- Role played by people can make others look at a certain group in a wrong way.
- When a women plays the role of murderer.
- When a black plays the role drug addict, alcoholic, poor personal or even doing low paid jobs.
- Depleting slavery in a movie using black people.
- Used for satisfaction.

### Religion

- GOD SAY COME TO ME AS YOU ARE.
- Women are not allowed to wear trousers.
- Men are not allowed to wear jean trousers.
- Men who got more that 3 wives are not allowed to go to church.
- GOD SAY'S COME TO ME WITH ALL YOUR SINS AND YOU WILL BE FORGIVEN.

- Witch doctors are not allowed to take part in any church activities.
- If you have sex before married, you are not allowed to take part in church services.
- Popes are not allowed to get married nor have kids.

#### Cultures

- MEN SHOULD/CAN BEAT THEIR WIVES TO SHOW AUTHORITY IN THE HOUSE
- Some cultures men are Dis-owned if gay or do not act according to belief.
- Some culture/custom women are seen as "baby factories".
- Women are only as valuable as their virginity and looks.

#### Customs

- In some cultures women are forced to marry at a young age.
- In some traditions men are allowed to have more than one wife.
- Men should make the final decision.
- A woman has no say.
- Sex talks are or is a taboo, no women should talk about it.
- Men are the heads of household
- Only men can be rich
- Men are created by God while women are Adams off springs
- Women should only be seen and not listen to
- Only women are prostitutes

This Module was closed for the day on a positive note as participants now understood the difference between sex and gender and how stereotypes are re-enforced.

### Gender and governance

The objectives of this module are to understand, the links between gender and governance. The fact that these links extend beyond women's representation in politics 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.



**Junior Council Arandis with SXE**

#### 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:

### **Barriers to participation in decision-making**

- There are no proper financial allocations made for women to access credit from various lending institutions in the country.
- Cultural and traditional barriers.
- Women are most kept in tradition homes to keep them always behind in development.
- The only way women can succeed in participation, representation and access is:
  - 
  - 
  - To challenge all man's world considered to be not women friendly.
  - To train women in advance leader skill and capacitate them to higher levels
  - In case of Namibia made women part of the leadership representation at Electoral Colleges.
  - 50/50 is the right and must to embrace by all political parties
  - Women caucuses to be strengthened.
  - Women's Forums to be established.

### **Economic barriers**

- Access to economic activities is limited.
- We cannot access credit facilities as they do not have collaterals.
- They are still treated as minors despite government adopted a policy on Married person Equality, making sure women have same access to financial loans.
- Women lack skills and capacity in financial domains.
- Economic markets not conducive for women to trade, even on Global or regional platforms.
- Women not always consulted to issues of the economy of the country.
- Not so much trade venues created for women to promote their products countrywide.
- Women cannot access other trade markets even in the SADC region.
- There is no award for excellence in Namibia or beyond in the region.
- Most of the women are only marketing themselves in the SMS trade and cannot excel to the top of the latter with their small businesses.
- Women want the Namibia policy of SMS to be reviewed to give them more voices in policy formulation, design, planning and implementation.
- Skills development for women entrepreneurship to be encourage.

### **Leadership Training**

- Not many women trained to take over leadership when challenges come.
- Role models few in country to impact on young women aspiring for leadership role.
- There is leadership gap, as when the older women retire, it will be difficult to fill that gap.
- Lack of leadership and training colleges for young women, be it in politics, entrepreneurial roles.
- Older women resist empowering younger women as this poses a challenge to them.
- Even at Political parties, younger women are not considered when it comes to be included in the hierarchical position of power.

An exercise was handed out to groups to discuss and report back.

Transformation

What qualities does this Councillor bring to her work?

- Equal representation of woman at all levels.

Do you think these qualities are linked, in any way to the Councillor being a woman?

- Yes, man and women can be councillors.

Does having women in Local Governments make a difference? Internally, to the way Local Government works, please give examples?

- It makes a different because local government work internal and women has more experience in internal household issues.

## Participation

What were the issues discussed?

- Clinics, home- based care, health problems.

To what extend did women and men participate and what did they say?

- Women and men participated equally man in support of home- base care and women outlining the burden home-based care will place on women.

Who was listened to and who wasn't listened to?

- They were both listened to.

Who made the final decision?

- Both men and women agreed on home- base care at the time also outlined that the burden falls on women, so men should get involved.

Do women participate actively in meetings in your Council?

- Yes.

What can be done to ensure women's active participation in decision-making at local levels?

- Train women and empower them with knowledge, thus making them more confident to voice their opinions.
- Inform women on their legal rights.

What keep women from participation? What were the three main barriers to effective participation in Namibia, identified by the study?

- Culture
- Domestic responsibility
- Lack of support.

Is the picture overleaf a familiar one? Are these the same barriers you find in your Council?

- Yes, but differs in our council.

How can these barriers be overcome?

- Education- workshops
- Support
- Political parts.

Participants further in groups again discussed and answered questions on access, participation and transformation.

## Access

What are the attitudes towards women becoming Local government Councillors?

- Positive attitudes.
- More access
- Women have more time for community issues.

How does this affect women who have political aspirations?

- More women will be encouraged to take political careers.

- Women will feel empowered.

**Transformative leadership:**

The Module of Transformative leadership was a challenge for the workshop as roles of yesterday were challenged. Groups were again divided to look at themes such as Transformation, Participation and Access. This was an exercise, based on question and answer methodology. The Module Explored what qualities a good leader must have, discuss the concept of transformative leadership and discuss how citizens can hold their leaders accountable.

<b>What do communities expect from their leaders</b>	<b>How can communities contribute to good leadership</b>	<b>What are problems associated with leadership</b>
Service delivery Respect Honesty Leadership skills Exemplary Visionary Accountability Transparency	Be part of leaderships issues Make sure leaders are accountable Engage with leaders on regular basis Be part of the problem and look for solutions Help with organisations a and leadership skills building	No support from subject Lack of leadership skills Lack of resources to execute No proper planning for activities planned No financial resources, like budgets No vision to lead forward

Participants also in plenary discussed powers in various ways for control.

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

Participants were taken through qualities that are associate with “masculine” Traits and which of the associate with “feminine traits”. The traits were on management and leadership.

<b>Leadership Quality</b>	<b>F/M</b>	<b>Management Quality</b>	<b>F/M</b>
Honesty	F	Transparent	
Visionary	F/M	Engagement with staff	
Hard work	F	Ensuring the empowerment of women	F/W

Leadership Quality	F/M	Management Quality	F/M
Transparency	F	Regular meeting with staff	

Respecting and promoting human rights for all Good leaders strive to ensure a society in which both	F/M	First in office	F/M
Ensuring the empowerment of women Good leaders understand that empowering	M	Policies in place	F/M
Diplomacy	F/M	Visionary	F/M

### 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. Practical gender needs are a response to



Participants brainstorm plan

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.

A plenary on Practical and Strategic needs was discussed in which target 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 will help participants when it's come to the Module on Planning a Gender budget. At this stage definitions were given about Practical and Strategic needs. Targets identified are used for both practical and strategic needs.

## Pensioners

### Practical needs

- Shelter - old age homes.
- Food - soup kitchens, donors.
- Caretakers
- Health
- Safety
- Entertainment e.g. Christmas parties.

### Strategic needs

- Increment- on existing grants.
- Christmas parties- change theme each time.
- Garden- eating and selling for profit.
- Volunteers- to help caretakers.
- Shelters.



Councillors in session

## Street Children

### Practical needs

- Food and health.
- Safety
- Shelter
- Equal treatment
- Guidance/physco/social.
- Education

### Strategic needs

- Garden, Soup kitchen, Medication.
- Women and child protection unit.
- OVC centres.
- Organise games, fun days.
- More schools (needs of the children love).
- Social workers, psychologist.

## Abuse men

### Practical needs

- Income generating project e.g. gardening.
- Establishing shelter for abuse men.
- Social workers/councillors
- Speak out.

### Strategic needs

- Training with similar organisations
- Business proposal
- Training
- Men's club.

Abuse women

Practical needs

- Shelter- abuse women centre.
- Protection- security control visitors strictly.
- Training for entrepreneurship ( make a living and supply to community)
- Counselling- psychological support- doctors, nurses, pastors.

Strategic needs

- Protection order.
- Garden- (land to plants crops and supply + centre+ sell to other places e.g. Hostels, hospitals).

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. It is a strategy for making women's as well as men's concerns and experiences an integral dimension of the design, implementation and evaluation of policies and programmes in all political, economic and social spheres so that women and men benefit equally, and inequality is not perpetuated.

Definitions were also given as regard to Gender Blind and Gender aware policies as follows; Gender-blind policies recognise no differences between the sexes. They mistakenly assume that men and male norms represent the norm for all human beings.

As a result, they incorporate biases in favor of existing gender relations and therefore exclude women. Whereas Gender aware policies recognise that women, as well as men, have an important role to play in society; that the nature of women's involvement is determined by gender relations, who make their involvement different and often unequal; and that consequently women have different needs, interests and priorities, which may sometimes conflict with those of men.

### **Gender, the economy and budgets.**

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 have identified the exercise on job description of a "housewife". It dealt with a position of a vacancy of a House wife. Participants read the "job description" and answered the questions in the exercise. The outcome of the exercise was that women are working twenty four hours around the clock with multiple roles to complete daily. The vacancy was discriminatory on role that was required. But most of the participants were not disappointed with the vacancy advertised as these are role performed by women on daily basis in homes, community and society.

Gender budgeting was another challenge for the participants. They say, more time is needed to practice on this subject. But participants in plenary discussed exercise, "The lie of the land". The exercise dealt with division of labor between sexes. The results are that women are more discriminated in the labor force. They perform 80 percent of the workload in and outside home

while their men are regarded as the breadwinners. The exercise of on "Job description of a housewife speaks for itself.

Budget Allocation exercise was given for group discussion. They re-worked the budget according to practical and strategic needs of targeted groups. It was realized that, budget are always not drawn up, according to the needs of the people, especially women as their needs differ from that of man.

### **Outcomes**

- The Council has now a Gender Action Plan in place for a possible Gender Policy roll out at a later stage.
- That Councillors and stakeholders, including Non Governmental organisations and the junior Council is aware of Actions plans.
- That the Council and stake holders will work together in the implementation of the Action plan. That the Council has provided R30, 000. For the implementation of the Action Plan.
- That some of these funds be use of the GBV activities including the 16days GBV Campaign at the town.
- That Council agreed for training on Gender Budgeting.
- That the Council and stakeholder to participate in the 2011 second Local Government Summit in March next year.
- Gender built into policy and practise at local level, and that councils identified the need to have gender built into policy and practise at local level.



**Mayoral office representative at the workshop, reports back on group work**

## CHALLENGES

Workshop challenges were mapped by participants into two main as follows.

### In GOVERNANCE

- Change, thoughts, beliefs on the roles and positions of women in society.
- Pushed out of our comfort zones: plan of action, gender blind budget.
- Working in groups.
- Understanding of plan of action.
- New terms (wording) in the GBV.
- SADC protocol policy.
- Poor participating from the youth (junior councillors)
- Tea breaks arrangements - Timing and set ups.
- Sensitivity in addressing some of the gender issues.
- Difficulties in understanding the gender plan of action.
- New terminologies.
- Being outside of our comfort zones, gender related issues, policies are new to us.
- Believe system on roles/positions of women being challenged in the society.
- Transformative process acquiring and passing on information to achieve the results is a challenge.

### ACTION PLAN:

- Was indeed of high level professional standard, forcing the group to think out of the box, because it covers marketing, advertising, financial management, procurement, economics, politics, education and community development.
- To compiled a detailed action plan.
- 3. Challenged our mindsets, regarding gender based issues. Opened up a lot of our minds on how to include or place women issues.
- Certain beliefs (says) of putting women on inferior level, to upgrading and diverse open policy on equality.

## WAY FORWARD

- Find ways and means to disseminate information on gender balance.
- Mobilize different seminars and workshops on how to implement SADC protocol policies.
- Empower women to participate in decisions and policy making.
- To carry out an audit on assessment of all employees.
- Policy on awareness programmes on parenting responsibilities.
- Establishment of policy on sexual harassment policy.
- Implementation of resolutions
- Encourage women to speak out on their rights and political participation
- To plan a program on how to educate the community on gender related issues.
- Formulated necessary I.E.C. materials needed for the program.
- To lobby for financial assistance to sustain the program.
- Introduce gender friendly community sessions/debates (media).
- Make community aware on basic human rights, constitution, company policies etc

- Encourage youth groups to be gender alert at all times.
- Implement the GBV policies at council level.
- Put in place a committee that will address gender policies and action plans for the council.
- To involve the community by training and empowering them with the knowledge and skills of GBV.
- We strongly recommend immediate follow-up detailed advanced gender based action plan workshop and speedy implementation.
- Stakeholders of Arandis must be invited for a detailed presentation.
- Various mines: Areva (Trekkopje) Rossing (Riotinto), Swakop Uranium, Langerheinrich, Valencia management, Super visitors and all staff to attend scheduled on the job presentations and workshop regarding gender balance and gender equality.
- Introduce more of the GBV programmes to the community.

This model was more of a participatory nature. All participants engaged in meaningful way.

### **Closing remarks**

One of the Councillors thanked Gender Links and its country facilitator as well as the participants for making the workshop a success. She encouraged all the councillors implement what they have learnt and always refer to the manual for guidance.

### **Outputs**

- Arandis Council has a draft Gender and GBV Action Plan.

*Annex A:*

**PROGRAMME**  
**Stage 3: Council level policy and implementation workshop**  
**Arandis Town Council**  
**Venue: Bronte Hotel**  
**Dates: 2-4 August 2010**

DAY/TIME	ACTIVITY	WHO
<b>DAY ONE:</b>		
8:00 – 8:15	Registration	GL
8:15 – 8:30	Introductions	GL
8:30 – 8:45	Opening	Mayor
8:45 – 9:15	Objectives <ul style="list-style-type: none"> <li>• To provide background and agree on objectives for the workshop</li> <li>• To develop guidelines of participation</li> <li>• Eyes and ears</li> </ul>	GL
<b>Key gender concepts</b>		
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
<b>Gender and governance</b>		
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	
<b>DAY TWO:</b>		
8:00 – 8:30	Reflections, Eyes and ears	Group
<b>Key gender planning concepts</b>		
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	<b>Gender, the economy and budgets</b>	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

<b>DAY/TIME</b>	<b>ACTIVITY</b>	<b>WHO</b>
	Group 3: Gender in existing programmes: Health, HIV and AIDS, environmental health, social development	Group
	Group 4: Employment practices and environment	Group
	Group 5: Gender management system	Group
17:00	CLOSURE	
<b>DAY THREE</b>		
8:00 – 8:30	Reflections, Eyes and ears	Group
<b>Localising plans to end gender based violence</b>		
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**

**Date: 3-5 August 2010**

<b>NAME</b>	<b>Sex M/F</b>	<b>ORGANISATION</b>	<b>PHONE</b>	<b>FAX</b>	<b>E MAIL</b>
Elizabeth Komomungorob	F	Alcohol of drug comity	08128734		
Rebecca Murangi	F	Alcohol of drug abuse	0812837346		
Bella Kavendjii	F	Arandis constituency office	0812504838	510787	ikavendjii@hotmail.com
Aina Nghifikwa	F	Nampol	0811476687	510300	
Cornelia So-oabes	F	Nampol	0812913335	510300	
Judika Xaweb	F	U.B.Dax P.S	0812712767	510165	
Garas A	F	Eben-ezer church	0816187660		
Tauros D	F	ELCRN	0812999988		
Setson H	M	J.T.C	0814021636		
Thomas Ranhold	M	J.T.C	0814158348		
Aleta IInaobes	F	J.T.C	0816230199		
Auli Ndeunyema	F	Junior town councillor	0813749120		
Justin Keib	M	Junior town councillor	0813648218		justiniyahambo@yahoo.co.uk
E.Gariseb	M	Teacher	064-511000	510417	
M.K.Murangi	M	A.T.C	064-512408	512429	mmkawii@gmail.com
De-olva	F	Community	0816210091		
Lynette Kozosi	F	Community	0814128431		kuverkozosi@yahoo.com
Casolina Naris	F	A.T.C	0812952834	512429	
Jusline Namupala	F	A.T.C	0812302741	512429	
Patric Haushona	M	Arandis town councillor	0812335020	064-512429	Customer.atc@iway.na
Yves McClune	M	Junior town councillor	0813874576		yvesmclune@yahoo.com
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NAME	Sex M/F	ORGANISATION	PHONE	FAX	E MAIL
!Hoaleb					
Siska !Auchas	F	Church member/Business women	0812082260		
Basinia Shityani	F	Rossing foundation	0816046225	512001	basiniashityani@yahoo.com
Omwene Nakalemo	F	Junior town councillor			
T.Banda	M	Church leader (Pastor)	0813226687	064-510036	trefordb@gmail.com
Delila Salatiel	F	Junior town councillor	0814395754		

<b>Females</b>	18	64%
<b>Males</b>	10	36%
<b>TOTAL</b>	<b>28</b>	<b>100</b>

## 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 are 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
<b>GENDER POLICY FRAMEWORK</b>						
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.	Government, ministry, council	Workshops, in service training to all councillors/candidates. SADC protocol on gender development	Increase in percentage of women representation. Establishment of gender instruments.	2010-2011	N\$50-000
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.	Management council Committee Min of Gender	Awareness programs on gender implementation policy.	Balance on gender related issues especially women participations, monitored in place. Gender balance in women decision making positions.	2010-2012	N\$60-000
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.	Ministry for regional council, role models.	Introduce practical programs to give guidance on how to implement the	Decrease in GBV. Increase % of gender balance on different levels of life, e.g. Schools, politics, employment ect. Anti GBV groups.	2010-2015	N\$70-000

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
		Business	program/policy.			
<b>I. GOVERNANCE</b>						
<b>Representation</b>						
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	Council, Min of gender, Civic organisations	Workshop on 50/50 campaigns for elected women and WIP	50/50 policy and QUOTAS even at regional and national election which are PR systems	2011-15	<i>N\$1000-00</i>
	Lobby that there are equal numbers of women and men in decision-making positions in council, Mayoral committee, chairs of committees etc.	Council, Min of Gender, Civil society	Open debates, churches, social places, choir.	Equal men and women in decision making	2011-15	<i>N\$50000</i>
	Ensure that there is gender balance on all community committees.	Town council, churches, sports organisations.	More women than man in local council of Arandis, 4 women and 3 men.	Regularly	2015	<i>N\$50000</i>
To ensure that women are equally represented in leadership positions in the Council.	Compile and update statistics on women in leadership positions in local government including management and other committees.	Town council, NGO	Questionnaire, public meetings including debates on the role of women in local governance.	Sex disaggregated statistics on women in leadership position in local government	2010-2015	<i>N\$ 1000-00</i>
	Encourage women to participate by mentoring and coaching them into these roles	Town council	Introduced mentorship programs.	50/50 representation reached	2011-15	<i>N\$10000-00</i>
To educate communities and raise awareness about the importance of women's	Raise awareness in communities on the importance of women	Town council, NGO,	Support, Political parties, Campaign	60% reach in campaign for women representation	2011-15	?

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
equal representation in local councils	being equally represented in local politics and the importance of voting for women.	Churches, different political parties, WAD, Women and children.				
	Host sensitisation programmes and hold dialogues that address the causes of 'pull her down' syndrome to promote better understanding of this phenomenon	Presidents of different parties existing	Rallies, Education, workshops	50/50 is reach in programmes areas of women empowerment	2011-15	N\$1000-00
<b>Participation</b>						
To increase participation by women because their concerns are often sidelined or overshadowed by political party concerns.	Ensure that women and men participate equally in council meetings.	Town council	Workshops, seminars, In service training for different parties. Encourage involvement of women in decision making.	To see the increment of women participation in politics.	2010-2015	N\$100000
	Ensure that women have an influence on decisions taken by the council.	Government, ministry of gender. Council	Mobilized resources. Formulate material, e.g. pamphlets for training.	Percentage increase of women involvement in training and workshops.	2010-2015	N\$100000
	Network with other local, national and provincial women's caucuses.	Government, ministry of gender, Political parties, Town council	Trainings, workshops, meetings, Rallies.	Equality reached for 50/50 representation	2010-2015	N\$200 000

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
To empower women councillors to articulate what are regarded as "women's issues."	Conduct a skills audit of women's councillors.	Town council. Government	Conducting skills management training.	Skilled women established	2010-2015	N\$160 000
	Induction programmes for new councillors with follow up refresher courses.	Government. Town council	Human resource programmes that will help them women to participate.	Increased in percentage in level of participation.	2010-2015	N\$250-000
To empower men on gender issues and mobilise their support.	Host gender training workshops for male and female councillors and officials.	Churches, Government, Political parties, Different business companies, Traditional leaders.	Programmes on awareness to educate men on gender balance.	100% men to co-operate	2010-2015	N\$250 000
	Host monthly gender dialogues with male councillors and officials.	Traditional leaders, Political parties, government, churches.	Host dialogues, meetings, Rallies.	100% women representation reached	2010-2015	N\$50 000
<b>Public participation</b>						
To ensure that women and men participate equally in community matters	Collect, disaggregate and analyse data on communities.	Town council, Government	Question are in the community for equal participation for men and women in community matters	Date on sex disaggregated date in place	2010-2015	N\$150 000
	Encourage men to	Traditio	Programmes to raise awareness	Make men understand the	2010-2015	N\$150 000

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	participate in public meetings and on issues that are traditionally considered to be only of concern to women.	nal leaders, business es, churches, schools, town council	in men for gender balance. Meetings.	importance of the support to women campaign.		
	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	Media	Posters, TV programmes, Radio, Advertisements.	50/50 every one to be aware	1 year	N\$ 500 000
<b>II. PLANNING</b>						
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	Strengthening the already existing planning in professional service de;livery.	Gender planning in place	2010/12	
	Ensure strategic objectives of the Council explicitly mention gender.		Review the strategic Action plan of the Council	Gender integrated in Council's work	Ongoing	
	Ensure that there are gender indicators in all plans.		Introduce gender indicators in Council programming	Gender Indicators in place	2010-13	
	Information is collected from women about their constraints, opportunities, incentives and needs and women		Women needs assessment (situation analyses) is done to make sure women form part of the economic development of the town	Needs are identified for women	2010/12	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	are consulted in the drawing up of plans and policies.					
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.	Council	Staff management retreat, to relook at the plan, in order engender it	Engender vision and mission statement	Ongoing	
	Consult with both women and men when drawing up plans.	Council	Workshop for both sexes, how to plan together the planning	Both sex benefit from Council planning	Ongoing	
	All units and departments should include gender indicators in their business plans.	Council	Staff retreat, for the inclusion of gender indicators in programming	Gender indicators in place	2010-13	
	Conduct surveys prior to planning to determine the needs of both women and men.	Council	Surveys are conducted to determine the needs of women, house to house	Needs of women identified for better planning	2010/13	
	Councils should administer customer satisfaction surveys that are disaggregated and analysed according to gender.	Council	Customer satisfactory boxes put in front, for clients to put in their comments	Client boxes in place	In place place already	
<b>III. GENDER IN EXISTING PROGRAMMES</b>						
<b>Security and emergency services</b>						
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	Create awareness within the community. Rezoning of the town. Streets named	Streets named, rezoning of zones done. Clear demarcation and renaming of towns for easy access for crime prevention	2010-12	N\$10-000
	Establish community policing posts	Police, council	Public awareness, Display posts, Volunteers.	Community men and women are in place to monitor and policing GBV crimes.	Ongoing	Budgeted for
To educate women and to	Awareness programmes	Council,	Training of women in Fire	Trained women in fire	2011-12	Council

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
raise awareness, especially of women-headed households in informal settlements, who suffer disproportionately as a result of fires that destroy their homes and livelihoods.	that target women, on the prevention of fires. Train community members on how to prevent disasters and to handle emergencies, including first aid.	R.F. Consultant.	fighting and extinguishing of fires when occurred.	extinguishing of fires		budget.
<b>The economy and job creation</b>						
To facilitate equal employment opportunities because women are disproportionately affected by high levels of unemployment	The council has a local economic development plan that targets women entrepreneurs as key beneficiaries	Employment committee. Council Min of Gender	Women informed about the economic policies in place by workshop.	Economic policy in place to support women entrepreneurs	Ongoing	Donors funding.
	Ensure that women and men benefit equally from informal trading facilities in the council.	Trade and Industry ministry, Council, NGO	Engender SME policies to benefit women and men	SME policy established	2011-12	N\$50.000.00
To obtain sex disaggregated data on unemployment levels in local authorities	Conduct surveys, collect data and analyse it in conjunction with NGOs and CSO	NGO's, council.	Held informative meetings with men and women.	Women and man co-operative committee.	2011-12	Council budget.
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	Ministry of tourism, council	Educate women to tourism industry and their benefits.	Women in tourist industry. Policy on tourism encouraged	Ongoing	N\$500-000
<b>Procurement</b>						
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	Council, NGO's	Revise procurement policy.	50/50 balance, Gender sensitive policy in place and revisit procurement policy.	2011-13	N\$90-000

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	received by women.					
	Implement and monitor quotas for women for the awarding of council contracts	NGO's, councilors.	Revisit the tender policy.	Tender aware policy in place.	2010-12	N\$20-000
<b>Poverty eradication</b>						
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	Ministry of gender and planning div and NGO's.	Implement food security, (e.g. Food for work, nutrition programs), Revisit the income generating projects.	Women trained in M & E policy formulation	2011-12	Budget for the ministry.
	Liaise with and support CBOs and NGOs already working with poor households.		House hold senses done	Result of surveys done on poor households in communities	2011-13	N\$80.000.
<b>Business support</b>						
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.	NGO's, SME, stakeholders.	Training, Advice in business growth programmes.	SME, Entrepreneurs guidelines a policy formulation.	1 year (2010-2011)	N\$50-000
	Encourage public and private business partnerships.	NCCI, Ministry of gender, council	Revise the policy in place on ppp.	50/50 gender representation.	2011-12	Budget in place.
To empower women entrepreneurs through business skills and support	Facilitate skills development, access to information and finance,	Co-operate committ	Revisit the PRP, Poverty reduction policy	Gender sensitive policy on poverty established.	2011-12	Council budget.

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	and business support for poor women.	ee, Ministry of gender, council				
<b>Informal sector</b>						
To promote equal access to markets.	Link women to growth sectors.	Council, ministry of trade and gender.	Equal access to markets, Revisit the policy in place.	50/50 gender representation women empowerment.	6 months	Council budget for. Budget for the ministry.
<b>INFRASTRUCTURE</b>						
<b>Housing</b>						
To promote the equal rights of women to land tenure	The council keeps sex disaggregated data on title deeds.	Volunteers	To do house visits collect data on house hold ownership.	Provide a housing policy that is gender sensitive.	3 months	N\$20.000
	The council has taken steps to ensure that women benefit equally from land and housing opportunities.	Ministry of gender and trade. Council	Housing schemes that are gender sensitive and will benefit women.	More women have shown interest and making use of the scheme. Gender focal person allocated to run the scheme.	2011-12	N\$20-000
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.	Council, NGO	Residential evens have been availed to beneficiaries of the scheme.	House have been upgraded from single to family units improving the living conditions.	To be completed by 2015	N\$10-000
<b>Water, sanitation and electricity</b>						
To ensure that women, who are disproportionately affected by inadequate service delivery, are provided with affordable access to basic services	The council has sex disaggregated data on who has access to basic services i.e. male and female headed households.	Council	To do inspections on existing sanitation and electricity infrastructure.	Jobs cards on various repairs have been developed.	2 be completed by 2015	N\$10-000
	Women are involved in the planning, management and	Council	Women groups are actively involved in decision-making. Training on plumbing and	Jobs created equally to men and women and repairs have been completed.	To be completed by 2015	N\$50-000

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	maintenance of these services and facilities.		electrical work is provided.			
	Ensure that women are consulted prior to the provision of services.	Council	Community meetings was held and women committee has been established	Women have shown interest on empowering themselves.	To be completed by 2015	N\$5000
<b>Environmental health</b>						
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.	council	Women are involved in clean-up campaigns	Gender sensitive. indicators are in place	To be completed by 2015	N\$20-000
	Women and men benefit equally from business opportunities in this sector.	Ministry of gender, council	Provide business grants to women for SME's.	<i>Disaggregated data is made available</i>	To be completed by 2015	N\$50-000
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.	Ministry of gender, council	Put cemeteries within reasonable distance in communities. Make land cheap and affordable.	<i>Cemeteries build and availed to everyone equally.</i>	To be completed by 2020	N\$20-000
<b>HEALTH</b>						
Ensure health facilities are accessible to women		MOHSS, Council, DAC, NGO's	Public awareness on location of HR.	<i>Disaggregated data available</i>	1-3 months	N\$120-000
<b>HIV and AIDS</b>						
<b>Prevention</b>						
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	Council, DAC, MOHSS.	HIV focal person ID.	MNE forms on HIV/AIDS development	2011-13	N\$50-000
	Integrate gender considerations local in HIV/AIDS programmes.	Community council, DAC.	Public awareness, gender sensitive training, Questioners. Development.	Increase public awareness on HIV/AIDS questioner's development.	2011-13	N\$30-000
	Develop gender aware HIV and AIDS public education and	DAC, Council	Community meetings/workshops on campaign targeting infected and affected persons.	Increase public awareness on HIV/AIDS.	2011-2013	N\$40-000

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	awareness campaign.					
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	Council, Ministry of gender, Nampol	Training on GBV. Rights of women and children. Gender base violence focal person ID.	Increased awareness on GBV.	2011-2013	N\$30,000
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.	Council, DAC, MOHSS	Increase access to health facilities. (PEP)	Decrease in sexually transmitted inductions and pregnancy.	2011-2014	N\$6000
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.	Council, MOHSS, DAC	Visit VCT centres on registration campaign and to educate people on HIV/Aids	Informed citizens on the importance on HIV/Aids, Sex statistics.	2011-2012	N\$5000
<b>Treatment</b>						
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.	NGO, MOHSS, Council	Educate people on their treatment and care.	HIV/Aids policy.	2011-2013	N\$4000
<b>Social development</b>						
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 boys benefit equally from budget allocations for sports and recreation	Council, DAC.	<i>There are no records of sex statistics. Questioners to find out</i>	Sex data engendered budgets in place	2011-2015	N\$8000

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	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.	Council, traditional authorities	Workshops, revisited sports coats.	Engendered sports codes	2011-2015	N\$70.000
<b>IV. EMPLOYMENT PRACTICES AND ENVIRONMENT</b>						
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.	Councillors and MGMT	Yes it has been done. The council has increased. The number of women in MGNT.	Have Council and management that are of women representation SADC target will be reached come 2010.	2015	N\$40.000
	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.	Ceo, MGMT	Women are more than men, Admin- 1 on 1. Finance- 1 on 1. Technical 0 on 1, Led- 1 on 0.	50% in Administration, 50% in Finance, 0% in technical, 100% in led., Increase 50%, of women realised	By 2011-15	N\$50.000
	Include women's targets as a non negotiable component of senior managers' contract.	MGMT, HR	The MGMT, 1. No not included in the contract.	Gender sensitive Contract in place	Ongoing	N\$20.000
	Obtain buy-in and support of the unions for increased gender equity in the	MGMT, HR	Workshop with Union in employment profiles of Council.	Have gender sensitive employment pardons in Council	Ongoing	N\$5,000

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	employment profile of the council.					
<b>Selection and recruitment</b>						
To ensure that the recruitment and selection process offers equal opportunity to women.	All job advertisements should encourage women to apply.	MGMT, HR, Council	Job advertisement is not gender based. It's open for everyone. Need for the inclusion in job advertisements (like women and people with disability are encourage to apply)	Application received will indicate how many women have applied to consider short listing.	2011	N\$10-000
	Selection panels should be gender balanced.	MGMT Council	Consist of gender balance panellists as well as those know legible with gender concept.	Creating a pool of balance panellist as judges		
	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.	MGMT, Council, HR.	Take all candidates for interview both female and male and others. No gender sensitive policy in place.	Equal sensitive policy in place now	2011-12	N\$10.000
	Develop comprehensive employment equity plans.	MGMT, council,	The employment equity plan should be in place.	HR policy on employment	2011-13	N\$6000
	Apply job preservation policy to meet women's targets.	MGMT, council, HR.	Workshop on policy formulation targeting women as main beneficiaries	HR policy.	2011-13	N\$40.000
	Incorporate gender into structure system policies and processes.	MGMT,, council	In place but need platform to brainstorm on the existing one. Revisit the policy.	HR policy in place (ongoing)	ongoing	N\$20.00
	<b>Career patching</b>					
To educate and train women employees, who have previously been	Council should have a staff development plan and this should be	MGMT, HR.	This policy in place but need a revisit making sure gender is given priority	Ongoing plan	ongoing	N\$21.00

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
disadvantaged, by implementing capacity-building and mentoring programmes so that they may be empowered to perform their job functions and map their intended career paths	adequately planned and budgeted for.					
	Undertake a skills/qualification audit and assessment of all municipal employees.	MGMT, HR.	None in existing. Workshop with Council and management on possible audit and assessment	Audit to carry out. Result based.	2011-12	N\$20-000
	Devise and implement a range of capacity-building options for employees and councillors	MGMT, R.F, consultant	Communication, Leaderships skills development workshop with GL.	Trained Council and management Report	Ongoing	N\$60-000
	Mentoring new and employees.	MGMT	Induction courses held with all new incoming councillors.	Assessment form developed.	2011-12	N\$15-000
	Provide information to councillors, CBOs and community members.	MGMT, council	Platform created for meeting and dialogue	Informed Council and Civic groups on programme implementation	Ongoing	N\$20-000
	Increase the number of learner ships available for girls.	Ministry of education, (schools)	Data collection. Get information from schools on girl's enrolment.	Assessment and ate from the schools in place.	2011-126 months (ongoing)	N\$15.000
<b>Work conditions and environment</b>						
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 gender social services.	This is place but need to be revisited on benefits in terms of salary	Engendered policy on maternity benefits for women	Ongoing	N\$2.000
	Meetings times should take the needs of all employees into consideration and not	MGMT, council	No policy, At least for two hours. But a workshop to revisit the Labour Act of government	Labour Act revisited on maternity leave and benefits	2011-12	N\$10-000

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	run too late.					
	Provide child care facilities for municipal employees.	Churches, Police, council, Stakeholders	Not in place. Need a workshop to formulate policy on child care and hours related to.	Committee to be established, Awareness program on child care. Policy formulation	2011-12	N\$10-000
	Provide flexible work arrangements for parents.	MGMT, HR	Envisage but need to work on flexible hours for parent to take care of their children during flexible times	Policy in place	ongoing	N\$12.000
	Conduct awareness programmes on parenting responsibilities.	MGMT, Union, Council	No	To established the policy	2011	N\$15-000
Address issues of sexual harassment in the council.	Develop and implement a sexual harassment policy (SHP).		Council need to raise awareness about its policy	Policy in place but need to be strengthened and put in practise	Ongoing	N\$9.000
	Workplace education and awareness on the SHP		Education campaign run	Staff educated	Ongoing	N\$10.000
<b>V. GENDER MANAGEMENT SYSTEM</b>						
<b>Gender structures</b>						
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	Workshop with council and management	Gender management system in place. Gender champion in place.	2011-2012	N\$50-000
	Gender is written into the job descriptions and performance agreements of managers and key functionaries	Council and management HR	Review all our recruitment policy.	<i>engendered recruitment policy</i>	Ongoing	N\$10-000
<b>Budget, monitoring and evaluation</b>						

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
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.	Council, Finance dept	Conduct a general analysis of the municipality and departmental budget to ensure that expenditure response, equality to the needs of women and men.	Gender responsive budget.	2012-2013	N\$120-000
	Women are able to benefit equally and meaningfully from the resources allocated to mainstream projects.	Council	Information sharing meeting on women projects.	Well informed female SME's on tailoring, bricklaying, carpentry and cooking.	Ongoing	N\$10-000
	Service, employment, procurement statistics are disaggregated by sex and gender indicators have been put in place for planning and human resource management systems.	Council	To review services, employment and procurement policies in terms of disaggregated data by sex and gender by organising a workshop	Sex disaggregated data. Engendered policies on services and procurement policies. Access to services on women.	2011-13	N\$50-000
To ensure that resources are being allocated to gender priorities.	Ensure that departments allocate resources to gender priorities.		Make sure gender is prioritised on the Council agenda. Sensitisation workshop	Gender budgeting realised	2011-12	N\$30.000
<b>Capacity building</b>						
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	Council	Gender training is provided to council and community.	Information citizens, residence on gender concepts and planning.	Ongoing	N\$20.000
	Facilitate skills training for members of gender machinery.	Genderlinks Council	Workshops to train both men and women.	Well informed, educated council staff and residence.	ongoing	N\$50-000
	Liaise with service providers to provide training programmes.	Council	Workshop organised for service provider to provide efficient and professional services	Educate Service on service provision in place	Ongoing	N\$20.000
	Facilitate training	Council	Council staff and stakeholders to	Community awareness,	2011-2012	N\$11.000

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	programmes among councillors, officials and community groups and asses impact of the training.		meet and draw up events calendar involving both men and women.	informed stakeholders.		
	Gender sensitivity, analysis training for both male and female councillors and officers.	NGO, Council	To invite Management, Council, staff for training on gender sensitive analyses formula	Well informed and trained Council	2011-13	N\$30-000
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	To have open house day, inviting all internal and external stakeholders informing them of detailed action plan.	Targeting schools, mine workers, churches, council employees, SME's, women and men police, elders, youth groups.	2015	N\$100-000
	Prepare pamphlets, advertising, posters, logo etc.	Council, NGO	Council to create gender sensitive material and campaign on women	Campaign material in place	2010-12	N\$30.000
	Engage in campaigns to raise the profile of gender e.g. Women's Day; Father's Day, Sixteen Days campaign.	NGO, Council	Campaign targeting women's calendar on their rights, International, regional and local days	Gender sensitive calendar in existence	2010-13	N\$10.000

*Annex D: GBV action plan - Arandis*

<b>FLAGSHIP PROJECT - ENDING GENDER BASED VIOLENCE</b>						
<b>STRATEGIC OBJECTIVE</b>	<b>ACTION</b>	<b>WHO</b>	<b>BASELINE</b>	<b>TARGETS/ INDICATORS</b>	<b>WHEN</b>	<b>BUDGET</b>
<b>365 Day Action Plans</b>						
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		
<b>Prevention</b>						
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	Mayor	PPRC	1 per area	2010-15	N\$50.000

FLAGSHIP PROJECT - ENDING GENDER BASED VIOLENCE						
STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	awareness programmes and establish a watch-dog community including all community based structures e.g. community policing forums, etc.	PRO Police Church Leaders School Principle				
	Involve street hawkers in crime watchdog projects.	Members of the Community Council PRO	No	Create awareness raising for the Involvement of vendors	2011-14	N\$30.000
<b>Public Awareness Campaigns</b>						
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	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

FLAGSHIP PROJECT - ENDING GENDER BASED VIOLENCE						
STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
		Group				
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	<ul style="list-style-type: none"> <li>- Awareness is raised through police public relations consultative meetings.</li> <li>- Very few councils have participated in 16 Days Campaign in the past</li> </ul>	<ul style="list-style-type: none"> <li>- Materials printed and public statement against GBV.</li> <li>- Participate in two events during the 16 Days campaign</li> </ul>	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 become unsafe through community action.	Council	No there are no open space however, unused buildings	Conduct audit on unused building	2010-12	N\$20.000
	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	Stakeholders	No	Council to organised such dialogues	Ongoing	N\$15.000

FLAGSHIP PROJECT - ENDING GENDER BASED VIOLENCE						
STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	as cyber dialogues.					
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 committ ee	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	<ul style="list-style-type: none"> <li>- Bigger municipalities have Women and Child Protection Units available.</li> <li>- Some councils have a private room in police stations and female officers</li> <li>- Some councils have public relations committees dealing with crime</li> </ul>	<ul style="list-style-type: none"> <li>- All councils to have police stations with private rooms for women to report cases of GBV</li> <li>- 20% increase in convictions of GBV</li> </ul>	2011-15	N\$50.000
<b>Best practices</b>						
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
<b>Response</b>						
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>
	Supporting the development of police community forums	Community Groups	Are there community policing initiatives forums	What is the target	2010-15	N\$50.000

FLAGSHIP PROJECT - ENDING GENDER BASED VIOLENCE						
STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	(CPF) and initiatives and ensuring that GBV is high on the agenda.	Church leaders Council				
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	Council & all stakehol	No clinics does not highlight the link between HIV and AIDS and GBV	Create awareness and training for clinics and health facilities to address	2011-15	N\$20.000

FLAGSHIP PROJECT - ENDING GENDER BASED VIOLENCE						
STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	government strengthen the capacity of communities to understand the link between gender based violence and HIV and AIDS.	ders		this issue		
	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
<b>Support</b>						
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, MGECW	There are no places of safety and care are there within the council	<ul style="list-style-type: none"> <li>- 1 place of safety and care in towns and villages</li> <li>- 2 in Municipalities</li> </ul>	2011-12	N\$30.000

<b>FLAGSHIP PROJECT - ENDING GENDER BASED VIOLENCE</b>						
<b>STRATEGIC OBJECTIVE</b>	<b>ACTION</b>	<b>WHO</b>	<b>BASELINE</b>	<b>TARGETS/ INDICATORS</b>	<b>WHEN</b>	<b>BUDGET</b>
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 centres for the elderly to ensure their safety.	NAPPA Council Ministry of Gender	There are no care centres only soup kitchens	Only one taking into account of the town's population	2011-13	N\$50.00
	Ensure that women are economically empowered to reduce their vulnerability to gender violence.	Min. Gender, Council All stakeholders	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
<b>Coordination</b>						
To facilitate a comprehensive and coordinated response to GBV.	Establish a multi-sector coordinating committee	Council All stakeholders	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	Council and All	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

<b>FLAGSHIP PROJECT - ENDING GENDER BASED VIOLENCE</b>						
<b>STRATEGIC OBJECTIVE</b>	<b>ACTION</b>	<b>WHO</b>	<b>BASELINE</b>	<b>TARGETS/ INDICATORS</b>	<b>WHEN</b>	<b>BUDGET</b>
	that cases of GBV are efficiently and effectively addressed.	stakeholders				
<b>Budget allocation</b>						
To ensure that Councils commit budget and resources to addressing GBV	Allocate budget and resources to addressing GBV	Council and development 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
<b>Monitoring and evaluation</b>						
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 stakeholders	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 E: Messages, slogans, posters*

**DEVELOPING MESSAGES AND SLOGANS FOR THE CAMPAIGN**

<b>Arena for action</b>	<b>Day</b>	<b>What needs to be communicated to or by these groups</b>	<b>Slogan</b>	<b>What communication tool should be used</b>
<b>Individual</b>				
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
<b>Family/ Household</b>				
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
<b>Community</b>				
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
<b>Society</b>				
	15 September:	Keeping politicians on their	"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	toes for 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 <sup>rd</sup> 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

## SADC PROTOCOL QUIZ

Protocol Quiz was facilitated in dividing participants in three working main groups. The participants did the protocol quiz and on average most people failed to get all the answers correct. They were then divided into groups and the groups came up with the following points with regards to the SADC protocol. The groups were given ample time to feed back.

What work is already happening to achieve the targets in the protocol?

- Equal opportunity in the work place.
- Access of women to have their rights to open or have their own account without the permission of the husband.
- Women equally represented in government.
- All constitutions in the region implemented gender equality protocols in all their offices.
- Equal access to education, decision making and basic access to basic needs e.g. health, water, and housing.

Constitutional and Legal affairs.

- It is the tool that guide, leads, direct educate and protect us all as SADC citizens.

Education and training

- It prepares the nation towards sustainable development.

Productive Resources

- Equal access of participation for women and men in the economic and agricultural development.

Gender Based Violence

- Creates awareness and protects women and children against gender base violence throughout SADC.

Health

- To have mentally, physically well balanced and fit nation in order to fight against HIV/AIDS, OVC and economic developments.

How can the targets in the Protocol be included in the work of your Council/Community?

- Community meetings.
- Schools- deputes on SADC protocol on gender and development.
- Through media /visual aid.
- HIV/AIDS-Improve more on HIV/AIDS awareness campaigns.
- Gender base violence- Educate women and men about Gender base violence.
- Workshops/Seminars.
- Community meetings.
- Campaigns.
- Health- access to proper health facilities to the community.
- Education and training- Encourage women to enrol in tertiary education.

How can you begin to popularise the Protocol?

- Through media.
- Workshops.
- Traditional leaders.
- Community meeting.
- Translation in local languages.

- Introducing SADC protocol in schools.
- Entertainment.
- Develop I.E.C materials that are gender friendly.

Annex F:

## EVALUATION FORM

Date:  
Venue:

### Evaluations received

	<u>EXCELLENT</u>	<u>GOOD</u>	<u>FAIR</u>	<u>POOR</u>	<u>VERY POOR</u>
<b>1. PROGRAMME DESIGN</b>	11	7		1	
<b>2. PROGRAMME CONTENT</b>	9	10	1		
<b>3. DOCUMENTATION</b>	12	8			
<b>4. FACILITATION</b>	13	7			
<b>5. GROUP WORK</b>	10	7	3		
<b>6. OUTPUTS</b>	8	9	3		
<b>7. OUTCOMES AND FOLLOW UP PLANS</b>	7	12	1		
<b>8. LEARNING OPPORTUNITY</b>	11	9			
<b>9. NETWORKING OPPORTUNITY</b>	10	7	2	1	
<b>10. ADMINISTRATIVE ARRANGEMENTS</b>	5	13	2		
<b>Total</b>	<b>96</b>	<b>89</b>	<b>12</b>	<b>2</b>	

### COMMENTS

- **Which session did you find most useful? Why?**
  - Sex, gender and stereotype, I loved this session because I learned more about gender and stereotyping.
  - Group work, because we got to learn from each other.
  - First session, because it was the first time I had been introduced to this program and it was really fun. (Strategic needs).
  - Policy formulation framework, because of the input that are given by everybody before a final documentation.
  - Key gender planning concept.
  - I found the Action plan session most useful, because I learned a useful skill of putting up an Action plan that is effective. It challenged my brain.
  - Budget, how to allocate percentage of money to the most needy part.
  - Stereotypes- because I learn more about the difference between men and women. Learn more in interchangeable and proverb and Idioms. To empower the community.
  - Budgeting- this is because most of our community members become poor due to lack of budgeting. I could assist many to survive including my office in planning budget.
  - The first session, because women can also do things that only men was doing in the past.
  - All sessions, especially localising plans to end gender base violence.
  - Gender and government.

- Gender management system, it teach me to draw an action plan.
  - Not to see others members as men only.
  - Group work, it was well explained and challenging. Participants were willing
  - Governance- because I would like to work with people.
  - All sessions.
  - Gender structures, I found it more interesting and I learned a lot that I didn't knew in the past.
- **Which session did you find least useful? Why?**
    - Transformative leadership, it was educational, all the new things I wanted to know, I know them now, but it was not as interesting as the first session.
    - I found all sessions useful, because in each session there was something new to be learned and new information to be picked up.
    - Budgeted allocation- it was to learn how the council must allocate his budget in his town, but it was heavy to understand it.
    - None- all of them was interesting.
    - Nothing, because everything was good to me and learned really a lot.
    - Gender, economic workshop.
    - All sessions.
- **How will you apply what you have gained from this engagement?**
    - I'd like to help people, inform the youth and elders so that they can be aware of such programmes and join it next time.
    - I'll apply be informing my fellow youth and everyone in the community.
    - I will let my children grow up in a 50/50 world.
    - Disseminate and start awareness campaigns with various community groups.
    - Meetings that I can say something, School, women gathering.
    - To help create a gender sensitive environment and to become an empowered women socially and professionally.
    - At my workplace, among the community, in various gatherings.
    - Improve women, involve women more in planning.
    - I have engaged more in our future in gender planning.
    - We can teach our daughters, not to stand back for men; they can do the same job that men can do.
    - I am going to utilize this knowledge into my job, home and community by advertising and giving ideas.
    - Through workshops.
    - I surely a dealing directly with the local community and will implement.
    - Practice.
    - Held more workshops and facilitate the information at my churches and in my community.
    - Workshops, meetings, gatherings.
    - Gatherings.
    - I will apply this and give it to my entire youth and fellow learners at school.

- **Any other comments?**

- More workshops should be held in Arandis.
- I kindly want to thank Sarry for the great work that she carries out. And to your M & E officer you are doing a splendid job, so keep it up.
- The catering was a bit not up to standard.
- Please reach more groups for informing the message of gender balance.
- I would like to attend more of the conferences on this topic.
- Workshop up dates all Namibia.
- Needs more follow-up meetings, workshops of this kind.
- I need an opportunity to work with the community.
- More workshops to be done.

**END**