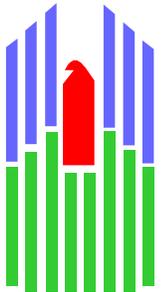
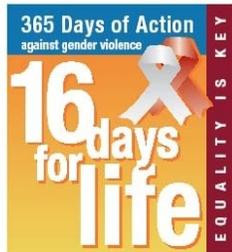


REPORT: CENTRES OF EXCELLENCE STAGE THREE WORKSHOP

Country: Namibia
District: Keetmanshoop: Kars region
Date: 13-15 Sept 2011
Venue: Maritz Country Lodge



Keetmanshoop workshop participants



PARTNERS IN LOCAL GOVERNANCE and GBV

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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 was held from 13-15 Sept 2011 at the Marits Country Lodge 5 km out the town.



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 local Authorities with sustainable campaigns and case studies on GBV for Summit come 2012.

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 20 participants (12 men and 8 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 government or to build councillors to lead this since been extended to terms of process, once have been launch and strategy respective countries and partners, ideally associations of that map out a way forward strategy and host plan workshops. The



in this tier of the capacity of process. The study has nine countries. In the research reports written up, GL hosts workshops in the with key stakeholders the local government particular country to of how to roll out the Gender and GBV action 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 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 deputy Mayor, Ms Fina Elago with three Councillors, the Junior Councillors, critical mass of stakeholders, clergy, Traditional leaders, Community media members, youth members and community members as well. 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 deputy Mayores of the Keetmanshoop Council/Municipality Ms Fiina Elago officiated at the workshop. She was representing the Mayor of the town who was on an equal important mission of Council duties. Ms Elago says with the introduction of CEOs, Local Authorities can now supplement the government in sensitising at local levels gender issues and how successfully women can participate and represent themselves in economic and growth of Namibia. MS Elago is the longest serving member of the Council. She service so far three terms. Three local government elections behind her. Before addressing participants Ms Elago says, she has known Genderlinks since 2006/7 project. 'The Coal Face' when GL Chief Executive, Ms Colleen Lowe Morna interviewed her for her role in Local Governance and their contribution in Council chambers. Ms Elago told the workshop that she is proud to be part of this initiative, mainstreaming gender in Local governance, because the success of this exercise will go a long way, dismiss the variety of misconceptions based on society's definition on gender. 'This is always concluded to mean, women and not men. Ms Elago lamented, that while the country respect constructive cultural practices, it is imperative the realisation of the fact that culture is dynamic and therefore, 'needs to evolve'. She further stressed that this evolution is represented by the modern day democratic notions and values that men and women should be equal participants, by contributing to the socio-economic progress of communities in society.



Modules

The Modules are strategically conceptualised to meet the training needs of Councillors and staff. Stake holders and communities also play a major role in this exercise. Concepts ranged from key gender, governance, transformative leadership, planning and how to draw up an Action Plan gender budgeting and the economy.

Key gender concepts

It was important to first introduce this Module to participants. The understandings of participants were gauged through gender role by swapping of cards' exercise. Each participant was given a card with different roles, activities and occupied by women and men in society. This exercise has proven that many men still believe that these roles still are solely occupied by men in society and that women still remain in their traditional house hold chores. Sex, gender and stereotypes were discussed in plenary.

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?

Group work was given to come up with ways stereotypes are re-in forced in society. Participants in plenary explained what stereotypes mean to them.

- Women are loose human being (prostitutes).
- They are gossipers.
- Non productive, spend more time on useless issues.
- 'Witches'
- Not to speak in public.
- Obey their husband always.
- Produce children for men.(women cannot decide on the number of children men want)
- The evil of all in society.
- Breaking up family units.

The groups also looked at how other countries re-enforces stereotypes in their communities.

Gender and governance.

This was a very practical Module as far as women's participation and representation in politics, economics and at other levels of governance was concerned. A brief objective of the Module was given by the facilitator as follows: The objectives of this Module were for participants to understand, the links between gender and governance. The Module used Access, Participation and Transformations as a yardstick to measure to what extent women have made an inroad in leadership skills or are capacitated. The three concepts were explained to the participants. The 2011 SADC Barometer was used as an example to the latter. During last years' national and local governance election, Namibia has failed to show case that the country will meet the deadline of 2015 for a 50/50 women representation. The three concepts were briefly explained to 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: These had two levels of governance.

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.

In plenary discussion, participants say that women are in most cases discriminated when it comes to participation and representation, proper access is denied. These are the ways women's barriers have been summed up in various ways.

Political barriers

- The political structures and male dominance makes it difficult for women representation when it comes to decision making.
- Historical background.
- Influence/women were always in the background.
- Stereotypes: Male dominance does not provide room for change, (see women as a thread).
- Myths and beliefs that women are inferior to men, (male being superior).
- Financial status can also be a political barrier, (women are not as healthy as men).

Education

- Attitude of women. (Your attitude determines your altitude).
- Self esteem, (Tendency to feel inferior).
- Accessibility due to cultural/traditional differences.
- Identify crisis that create specific perceptions/beliefs.⁵

- Biggest limitation (women themselves). Lack of self empowerment. Lack of clear definition of who they are and what their abilities are.

Cultural

- Not allowed- public speaking appearance.
- Women are regarded as modest.

Economic barriers

- Employment: women discriminated-employment opportunities, pay less than male counterpart positions.
- Tender: women are not awarded tender.
- Properties (housing, because low income cannot afford to buy properties e.g. houses.
- Financial-women find it hard to penetrate.
- Trade.

Transformative leadership:

This Module was more challenging as it addressed the type of leadership styles some of the leaders used to hold on to power. But what is Transformative leadership was the question on the mind of those attending the workshop. The facilitator first asked participants what their understanding was about this type of leadership.



Transformational leadership is a type of leadership style that leads to positive changes in those who follow. Transformational leaders are generally energetic, enthusiastic and passionate. Not only are these leaders concerned and involved in the process; they are also focused on helping every member of the group succeed as well. Having analysed this notion, participants say, very few of their leaders are closer to

these values and norms. Delegates wanted to know the origin of transformative leadership. The facilitator had to do some research and come up with the following. The historically the concept of transformational leadership was initially introduced by an American leadership expert and presidential biographer James Macgregor Burns. According to Burns, transformational leadership can be seen when "leaders and followers make each other to advance to a higher level of moral and motivation." Through the strength of their vision and personality, transformational leaders are able to inspire followers to change expectations, perceptions and motivations to work towards common goals. And these set goals are always arrived at.

Later, researcher Bernard M. Bass expanded upon Burns original ideas to develop what is today referred to as Bass' Transformational Leadership Theory.² According to Bass, transformational leadership can be defined based on the impact that it has on followers. Transformational leaders, Bass suggested, garner trust, respect and admiration from their followers. Printouts were also availed to participants for more future engagements.

Participants in plenary brainstormed types of leaders such as listed below:

- Autocratic.
- Authoritarian styles
- Monarchy
- Charismatic
- Military
- One-party rule
- Multiparty rule
- And those who came through democratic elections(democratic leadership)
- Participated leadership

The facilitator has put lots of research into this Module as previous workshops posed a great challenge. The Module, itself does not provide enough resource information in this regard. The components of this concept were explained. Some of the participants suggested that guest's speaker/s to be invited on this subject for further debate, as this Module deals with issues the country is now confronted with. There are four different components of transformational leadership. These components to a greater extend speak to the 'masses', about their roles, engagement, facilitation and involvement in issues affecting the people in society. Sound democracies are built on many of these notions.

Intellectual Stimulation: Transformational leaders not only challenge the status quo, they also encourage creativity among followers. The leader encourages followers to explore new ways of doing things and new opportunities to learn.

Individualized Consideration: Transformational leadership also involves offering support and encouragement to individual followers. In order to foster supportive relationships, transformational leaders keep lines of communication open so that followers feel free to share ideas and so that leaders can offer direct recognition of each follower's unique contributions.

Inspirational Motivation: Transformational leaders have a clear vision that they are able to articulate to followers. These leaders are also able to help followers experience the same passion and motivation to fulfill these goals.

Idealized Influence: The transformational leaders serve as a role model for followers. Because followers trust and respect the leader, they emulate the leader and internalize his or her ideals.

After these explanations, participants had a more clear idea about Transformative Leadership styles and roles. Group work was excellent. Since, this was a good experience, the facilitator decided to rollout the same concept through all COE training on Transformative leadership Model.

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.
Accountability	By keeping leadership accountable	Abuse of power
Honesty/flexibility	By keeping clear communications between communities and their leaders.	Ignorance towards responsibility and service delivery.
Consistence	By asking questions why and why not?	Non-performance.
Transparency	By giving mutual support.	Autocracy.
To Learnt	Giving practical and relevant suggestions and proposals, to relevant issues within the community.	Communication-others view are not heard.
Good listener		Non-receptive to change.
Patience		Leadership styles

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

Leadership Quality	F/M	Management Quality	F/M
Ability to lead	M/F	Integrity	M/F
Accountability	M/F	Accountability	M/F
Transparency	M/F	Implementation	F
Influence	F	Consistent	m/F
Non- Biased	M/F	Honesty	M/F
Honest	M/F	Principal base	M/F
Tolerant	M	Manage by example	M/F
Flexible	M/F	Loyalty	F
Humble	M/F		

Transformative Leadership tied in well with the concept on different powers one posse. Leadership and power goes hand in hand.

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.

Gender policy and planning concepts

This Module was more of a practical one. Practical and Strategic needs occupied this Module. Participants brainstorm the country policies, to see if these are in line with, if indeed gender aware or blind documents, Gender budgeting, mainstreaming, sex disaggregation and proper planning for the needs of women, men and children. Facilitator gave explanations on practical and strategic needs.

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 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 both 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.

Gender the Economy and budget:

At this stage, brainstorming the economy and gender budgeting were addressed. It also dealt 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). In most cases, it is suggested that in many a times women are marginalized when it come to the share of the economy growth are only found in Small Enterprises -SME do not move up to the economic trade front. SMEs. Some women there should be strategy to make sure to participate equally in and growth of the be change to make represented in the



of the country. Women and Medium projects. They women next levels of greater They remain forever in the workshop feel, deliberate policy and women are considered the economic planning country. Policies should sure women are well economic and

development agenda of the country. The facilitator presented the Country's Economic policy for further discussion and to see if this policy is women friendly or they are there to affirm women's emancipation in the in country's economic and financial endeavors. Gender budgeting was prioritized and an exercise was facilitator on a gender blind budget. It was expected from participants to re-work this budget, plan for practical and strategic needs. This exercise was an eye open to many, as it really shows how countries sidelined important issues when it comes to budgeting for women and children. But suggested training on gender budgeting should be considered in the future.

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 the Council and stakeholder to participate in the 2012 second 3rd 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 with the assistance from GL.

CHALLENGES

- Transformative leadership, as information was only provided on request for more clarity.
- The Model to be more reworked to include other parts the Facilitator researched and provided.
- Definition of different leadership styles.
- Action plans- were not user friendly. Too many items for work on.

WAY FORWARD

- Implementation of achievable goals and resolutions of the plan of action.
- Tangible goals- easy/understandable.
- Approach and involvement of community (the youth in particular).
- Greater debates on issues/key) amongst policy makers within different communities.
- Regular monitoring and evaluation.
- Giving voice to the voiceless, especially the youth to be represented in policy making positions/mentorship.

Closing remarks

A Councillor closed the workshop with few remarks and urged participants to translate the knowledge gained in their workshop place and community in practice.

Outputs

Keemanshoop Municipality/Council has a draft Action Plan and a campaign in place. The meeting agreed to select a GBV Committee at a later stage.

Ends

Annex A:

PROGRAMME
Stage 3: Council level policy and implementation workshop

Town Council

Venue: Council Community Hall
Dates: 13-15 Sept 2011

DAY/TIME	ACTIVITY	WHO
DAY ONE:		
8:00 – 8:15	Registration	GL
8:15 – 8:30	Introductions	GL
8:30 – 8:45	Opening	Deputy 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,	Group

DAY/TIME	ACTIVITY	WHO
	procurement, housing, transport, utilities	
	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	
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

Date: 13-15 Sept 2011

Annex: B: Registration: Keetmanshop

NAME	Sex M/F	ORGANISATION	PHONE	FAX	E MAIL
H.H. Isaacks	F	Keetmanshoop Municipality	063-221226	063-223065	ca@keetmansmunicipality.org.na
B.B. Boois	M	Ministry of gender equality child welfare	063-222063	063-225945	
S.A.Pieters	F	Ministry of youth	063-222884		
L.K. Makili	M	Namibian defence force.	063-228500		
A.P. Bloostaan	M	Blouwes traditional authority	0816622368		
Z.Epitanio	M	LoFoC	0812795850		zzdepitanio@africaonline.com.na
P.Muti	M	Namibian defence force	0816135759		
H.Coetzee	M	Correction service	063-223697	063-224777	
J.J Bloodstaan	M	Keetmanshoop Municipality	081466356	063-223065	
Anna J. Vleermuis	F	Keetmanshoop Municipality	0812857417		
C. Engelbrecht	M	Ministry of youth and sport	0813031067	063-222884	
S.Kinda	M	Ministry of Youth	08160041080	063-222884	
M.E. Isaaks	F	Keetmanshoop Municipality	0814095161		
Tleinrich Karawora	M	Keetmanshoop Municipality.	0814536162		henrykarawora@1980gmail.com
Chris Tjivangurura	M	Ombudsman	0812168992	063-221020	ctjivang@ombudsman.org.na
Beverly Stephanus	F	Karas community Radio	0816971987		Beverly.stephanus@ymail.com
Ambrosius Both	M	Karas community Radio	0816914055		nathanielboth@gmail.com
Ronel J.Eises	F	Karas community Radio	0814146699		rjaewimmerth@ymail.com
Lynn Mungunda	F	Keetmanshoop Municipality	0817446122	063-223065	stfkeet@iway.na
Magret	F	Keetmanshoop Municipality	08121317668	063-223306	

NAME	Sex M/F	ORGANISATION	PHONE	FAX	E MAIL

Females	8	
Males	12	
TOTAL	20	100

Keemanshoop workshop has prioritised the following thematic key areas for implantation and costing:

- Governance
- Health/HIV & AIDs
- Infrastructure
- Gender in Existing programmes

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
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	Councillors, Ministry of gender, NGO's.	Launch 50-50 campaign workshop 50-50 campaign lobby for legislative quota.	Increase representation women	Ongoing.	
	Lobby that there are equal numbers of women and men in decision-making positions in council,	Ministry of gender, Regional council,	Increase quota system.	Quota system increased.	Ongoing.	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	Mayoral committee, chairs of committees etc.	Local councillors.				
	Ensure that there is gender balance on all community committees.	Local GRN, Civil society.	Engender policies and programmes.	Engender communities.	Ongoing.	
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.	Council, local authority, Regional council	Review the statistics.	Complete data.	Ongoing.	
	Encourage women to participate by mentoring and coaching them into these roles	Ministry of gender, Political parties, Local authority council, Regional council.	Mentoring programs. Training/workshop. ID trainees.	Prepared women as leaders.	2011-2013	
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.	Ministry of gender. Regional council, Local authority council.	Devise strategies that will assist women participation.	Strategies in place.	2011-2013	
	Host sensitisation programmes and hold dialogues that address the causes of 'pull her	Ministry of gender council,	Workshop on PHP syndrome.	Guidelines.	Ongoing.	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	down' syndrome to promote better understanding of this phenomenon	Local authority council, Political parties.				
Participation						
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.	Council	Educate both sexes of their role in participation and representation	All are aware of their positive contribution	On going	
	Ensure that women have an influence on decisions taken by the council.	Council	Make all debated and meetings participatory	All have equal voice to contribute	On-going	
	Network with other local, national and provincial women's caucuses.	Link to all Local female Council	Regular networking linkages formed and established. Gender focal person in LA	Information is disseminated	On-going	
To empower women councillors to articulate what are regarded as "women's issues."	Conduct a skills audit of women's councillors.	Council	A need to audit all skill and capacity of women to, make sure if the audit is not well received provide a plan form to plan for plan B	Identify missing links for women empowerment	2012-15	
	Induction programmes for new councillors with follow up refresher courses.	Council, min of Local Governance	To integrate different training modules for women for new women Councillors followed by regular refreshment courses	Invest in skills and capacitate women in various domains	On-going	
To empower men on gender issues and mobilise their support.	Host gender training workshops for male and female councillors and officials.	Council, min of Local government and Housing	Training form part of the universal objective of the Council Mission statement	Trained Council and staff	On-going	
	Host monthly gender dialogues with male councillors and officials.	Council, Min of Gender,	Regular engagement of Council women, to strengthen their debating skills	Trained women Councillors	On-going	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
		donor community and NGOs				
Public participation						
To ensure that women and men participate equally in community matters	Collect, disaggregate and analyse data on communities.	Council, NGOs	Create gender sensitive collecting of data on women and men.	Data exist for better planning	2011-15	
	Encourage men to participate in public meetings and on issues that are traditionally considered to be only of concern to women.	Council. Min of Gender	Workshops to educate oil raise awareness on the role of men and how they can contribute to effected realisation of participating in public debate	Role of men identified as equal partners in how to contribute to societal issues.	2011-15	
	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. NGOs	Use Media especially Radio in different languages service to disseminate necessary information on issues that concern women, be in political, economic or financial matters. Even information on housing, what type of contract the Council has advertised. Even workshop on HIN Aids need to popularised in this regards	Women are made aware of all opportunities available existing there	2012-15	
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	Office of COE, council, elderly.	Laise with community on possible street names of hero's.	Name streets settlements. Hetitase.	Ongoing.	
	Establish community policing posts	Community policing PPRC.	Conduct community police and council, training strengthen.	Safety and security informal settlements.	Ongoing.	
To educate women and to	Awareness programmes	Preventi	Workshops, basic first aid, fire	Women, elder, and children.	Ongoing.	

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.	on of fire. Fire brigade emergin g dept MOE.	prevention disaster management.			
The economy and job creation						
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	Local economi c, develop ment deparme nts.	Basic training skills. Entrepreneurship empowerment. Review the existing economic policies, to make sure who benefit	Women, low income group and unemployment to benefit.	Ongoing.	
	Ensure that women and men benefit equally from informal trading facilities in the council.	Council	Integrate women and men's needs into the local economic development programmes. Small and medium Enterprises, need to be development to the stage that women's dreams are realised	Skill and capacity of women and men build in the economic structures of Council	On-going	
To obtain sex disaggregated data on unemployment levels in local authorities	Conduct surveys, collect data and analyse it in conjunction with NGOs and CSO	Council	Surveys done and data collected	Data exist on NGOs & CBOs	2011-15	
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, Tourism ministry	Review Tourism policy and address gaps where women are excluded as main beneficiaries. The issue land allocation prioritised	Policy make gender sensitive	2011-15	
Procurement						
To ensure that women benefit equally from the procurement process which they have historically been	The council has a procurement policy that sets a target for increasing the number	Council	Tender boards reviewed, add gender dimension to increase the number of contract on women	Reviewed policy in place	On-gong	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
excluded from.	and value of contracts received by women.					
	Implement and monitor quotas for women for the awarding of council contracts					
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	Council, lime minister s, finance, trade youth develop ment.	Training women on project management income generating projects.	Women.	Ongoing.	
	Liaise with and support CBOs and NGOs already working with poor households.					
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.	Council	Training of women in business entrepreneurship to compete for bigger business ventures	Women make to challenge the status quo in economic growth and development	2011-15	
	Encourage public and private business partnerships.	Council	Joint partnership in areas empowering women and men in society	Public and private sector mobilised	2011-15	
To empower women entrepreneurs through business skills and support	Facilitate skills development, access to information and finance, and business support for poor women.	Council	Women encouraged to participate and given access to par take in business opportunities, to make them visible	Women take ownership	2011-14	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
Informal sector						
To promote equal access to markets.	Link women to growth sectors.	Council, CSO's.	Information sessions council consultants.	Men women business. People community.	Ongoing.	
INFRASTRUCTURE						
Housing						
To promote the equal rights of women to land tenure	The council keeps sex disaggregated data on title deeds.	Council, lawyers, justice.	Properties division collects data survey on availability of housing.	Women on data.	Ongoing.	
	The council has taken steps to ensure that women benefit equally from land and housing opportunities.	Council	Women make to be owners of land for production etc.	Fair distribution of land empowers poor women made to benefit from the acquisition of land ownership.	2011-15	
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	Workshop to look at issues women are not happy with and formulate recommendation for changing and close the gap existing	Recommendation to be implemented	2011-15	
Water, sanitation and electricity						
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.	Access to service council.	Survey questionnaire.	Male, female, headed house.	Ongoing.	
	Women are involved in the planning, management and maintenance of these services and facilities.	Women are consulted prior to provision of services. Council ministry of trade.	Workshop training, information sessions meetings.	Into mainstreaming women in informal settlement.	Ongoing.	
	Ensure that women are	Women'	Meetings consultation with	All women.	Ongoing.	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	consulted prior to the provision of services.	s needs should be taken into account in location of cemeteries. Property tech. dept .ITS.	women involment women in planning.			
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.	Council	Engagement of women by Council, to form part of waste management systems. They should be part of the tender procedures	Women form part of the system and programming		
	Women and men benefit equally from business opportunities in this sector.	Council	Make sure sensitive initiatives are created for both sexes to benefit equally	Women and men are sensitised on their role in contributing to the economic growth of Keetmanshoop and rural areas surrounding	On-going	
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.	Council	Women form part of the management Committee dealing with cemeteries to influence change of direction	Women's needs taken into consideration	2011-15	
HEALTH						
Ensure health facilities are accessible to women						
HIV and AIDS						
Prevention						
To establish the gendered	Ensure that council	Ministry	Collection of data.	Statical information	11-2015	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
dimensions of HIV/AIDS and raise awareness on the disease in the council.	keeps gender disaggregated data on HIV/AIDS	of health and social service.				
	Integrate gender considerations local in HIV/AIDS programmes.	Ministry of health and social service.	Training workshops	Informed citizens.		
	Develop gender aware HIV and AIDS public education and awareness campaign.	Council gender, Ministry of health social service.	Different campaigns	70% of target reached.	2011-2013	
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	Municipality	Feasibility study	Accurate information for implementation.	2011-2013	
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.	Municipality.	Easy access when reporting emergencies.	Engage public for proposals and designing poles.	2011-2013	
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.	MSS	Crime rate reduced.	Create community p through networking.		
Treatment						
To address the fact that	Gender disaggregated	MSS,	Employment opportunities for	Them together and give		

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
women are often the last to access free treatment where this is available.	statistics on access to treatment and care; policy measures to rectify this.	Community, PCPP.	street hawkers.	training as crime watch dogs.		
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 boys benefit equally from budget allocations for sports and recreation facilities	Council	Collecting date/survey sex disaggregated data on who users these service. A registration is kept at all entry point with indication of F/M at cemeteries, libraries etc. Also the indication should be given also to girls and boys and age groups data clustered in these documents.	Data exist who uses these facilities	On-going	
	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	Programmes are design to look after needs of women. Traditional sporting Act need to be sensitise and sport code engender to fix the reality of the day.	Sport code made gender sensitive		

Annex E: 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

Arena for action	Day	What needs to be communicated to or by these groups	Slogan	What communication tool should be used
				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
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

Arena for action	Day	What needs to be communicated to or by these groups	Slogan	What communication tool should be used
Society				
Political leadership	15 September: Democracy Day	Keeping politicians on their toes for commitments and promises they have made during elections and SADC Protocol.	"Where were you when we needed you"	Radio/TV, leaflets, posters, 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 1: Workshop Evaluation

EVALUATION FORM

Place: Keetmanhoop

Workshop Evaluation (10 Participants filled in evaluations)

	<u>EXCELLENT</u>	<u>GOOD</u>	<u>FAIR</u>	<u>POOR</u>	<u>VERY POOR</u>
1. MODULE DESIGN	2	7	1		
2. MODULE CONTENT	10				
3. DOCUMENTATION	1	9			
4. GROUP WORK	4	6			
5. OUTPUTS VIS, EXPECTATIONS	2	6	2		
6. LEARNING OPPORTUNITY	2	7	1		
7 Network Opportunity	2	6	2		
7. ADMINISTRATIVE ARRANGEMENTS	1	6	3		
TOTAL	24	47	9		

Comments

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

- Leadership
- Key gender planning concepts.
- The session governance, because I learned a lot from it.
- Key gender planning concepts.
- Gender mainstreaming.
- Gender management systems.

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

- Mainstreaming.
- Key gender concepts
- Sex and gender.
 - Stereotypes.

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

- Integrate in my daily activities, especially at workplace.
- In my workplace (youth centre).
- By sharing information.
- Making use of the information by playing in the community.
- Develop quality programming for the community to be aired through the community radio station as help to the community. (Informative).

4. Any other comments

- Enjoy the facilitator participation.
- More workshops please
- Good job Madam, you do inspire.

END

