

**GENDER ACTION PLAN FOR LOCAL AUTHORITIES IN
THE HARDAP AND OMAHEKE REGIONS**



Summary

This action plan follows the launch of the study, *At the Coalface, Gender and Local Government* which took place on 23rd July 2007 in Windhoek and was officiated by Hon. Netumbo Nandi-Ndaitwah, Acting Minister of Gender Equality and Child Welfare in the presence of Hon Minister John Pandeni, Minister of Regional and Local Government, Housing and Rural Development.

The study found that at 42 percent Namibia has the highest proportion of women in local government in the Southern African Development Community (SADC). A key conclusion of this study is that gender needs to be systematically mainstreamed into the work of local government so that this sphere of government can become a vehicle for achieving gender equality where it matters most, on the ground.

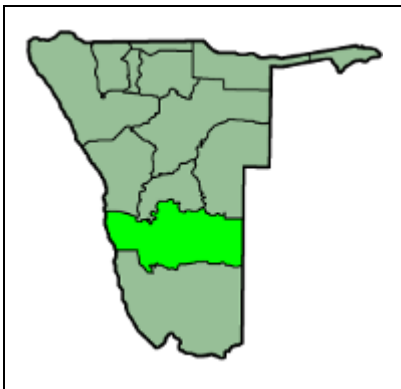
Following the launch, Gender Links in partnership with the Association of Local Authorities in Namibia (ALAN) organised a workshop with 51 councillors and officials from each of the 13 regions as well as representatives from the ministry of Gender Equality and Child Welfare and civil society to develop a gender strategy for local government which was adopted by ALAN.

In November 2007 representatives from ALAN, the Ministries of Gender Equality and Child Welfare and Regional and Local Government, Housing and Rural Development and local authority councillors joined a Training of Training workshop to develop the Gender Action Plan Manual for Namibia that is being used to roll out gender action plans in all provinces from May to July 2008.

This plan was developed at the second workshop held in Mariental from 15 - 17 May 2008 which was attended by 41 representatives from 11 of the 12 Local Authorities in the Hardap and Omaheke regions, as well as representatives from ALAN and the ministry of Gender Equality and Child Welfare. It should be noted that as this is joint regional plan, it will require further fine tuning to suit the specific needs and circumstances of each local authority.

Background and demographics of the regions

Hardap region



The Hardap Region is situated in the south central part of Namibia and stretches the entire width of Namibia. It is bordered by the Atlantic Ocean and Namib Desert in the West and the Kgalagadi District of Botswana, in the northeast and in the southeast it borders the Northern Cape Province of South Africa.

The name assigned to the Region reflects the prominent role of the Hardap dam in the agro-economic development and tourism of this Region. The region is dominated by commercial farmland, which makes up

75% of the total area of the region. The remainder is taken up by the Namib Naukluft National Park (15%) and communal farmland (10%).

People

The population of Hardap is approximately 68 249 with 49% being women. 46% of the population live in urban areas. Over half the population (55%) are between the ages of 15 and 49, 54% of whom have never married and 34% of households are female-headed. There is an 83% literacy rate with marginally more girls (84%) between the ages of 6 and 15 attending schools compared to boys (83%). The main languages spoken in homes in the region are Afrikaans (44%) and Nama/Damara (44%). 34% of the labour force is unemployed, but this figure has not been disaggregated by sex (2001 Population and Housing Census of NPC).

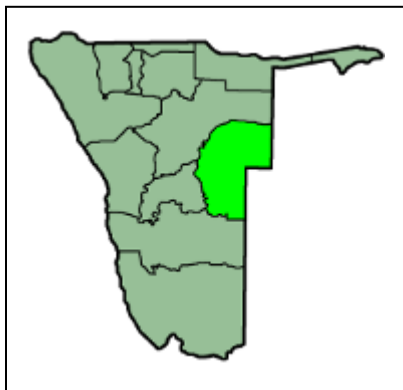
Services

According to the 2001 Census indicators, 95% of households in the region have access to safe water, and 51% have access to electricity for lighting, while 34% have no toilet facility.

Local Authorities

The Hardap region includes the local authorities of Aranos, Gibeon, Gochas, Kalkrand, Maltahohe, Mariental, Rehoboth and Stampriet. The region falls short of the national average of 42% women in local government with 41% of local councillors being women.

Omaheke Region



Omaheke lies on the eastern border of Namibia, bordering 3 districts of Botswana. The name Omaheke is the Herero word for Sandveld. Gobabis is the main centre of this area and also its main business area but is well connected to Windhoek, the Capital of Namibia, by rail and paved roads. All the other population centres in the region are linked with Gobabis by road.

Hunting, including trophy hunting, is one of the major sources of income for the region. The area is dominated by cattle farms with most of the 900 commercial and 3,500 communal farmers in the area being cattle breeders.

People

Omaheke is home to the Herero people. The population of the regions is 68 039 with 48% being women. The majority of the population live in rural areas 72%. Over half (51%) of the population are between the ages of 15 and 59 with 60% of them never having married and 33% of households being headed by women. The literacy rate is 66% with more girls (75%) compared to boys (72%) between the ages of 6 and 15 attending school. Otjiherero languages are the most widely spoken in homes (39%) followed by Nama/Damara (27%) and Afrikaans (12%). 24% of the labour force is unemployed, but this figure has not been disaggregated by sex (2001 Population and Housing Census of NPC).

Services

According to the 2001 Census indicators, 89% of households in the region have access to safe water, and 28% have access to electricity for lighting, while 62% have no toilet facility.

Local Authorities

The Omaheke region includes the local authorities of Leorandville, Gobabis and Witvlei. The region exceeds the national average of 42% women in local government by 5%, with 47% of local councillors being women.

PRIORITY ACTION AREAS

Further to the detailed gender action plan attached, below are short and medium term priority action areas identified by the workshop delegates.

Short term (May 2008 – May 2009)

Adoption and implementation of the plan

- GL to forward the plan and strategy through ALAN who will forward to the various councils
- Participants to sensitise the council to this plan and make amendments to suit the specific needs of each council.
- The plan is to be tabled at management committee meeting as an agenda point which will then be tabled before the council for adoption – by the latest end July 2008.
- ALAN to facilitate and monitor this process from July 2008.
- A task team from the two regions has been established and will liaise among themselves and meet end August 2008.

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- Both Ministries avail themselves for assistance and information and be kept updated on the process.
- Mid term review to take place on short term action areas in February 2009.

Gender Management System

- Sensitise the council on gender and governance.
- Develop a gender policy (using ALAN's gender strategy as a template) and implement the policy by December 2008.
- Establish a gender committee.
- Ensure that gender is a regular item on the management committee's agenda.
- Conduct gender analysis training for the Mayor, Councillors, officials and community members.

Gender specific programmes

Gender based violence

- Strengthen the PPRC (Police public relation committee) and sensitise them on gender issues.

Service delivery

- Start community mobilisation programmes on gender issues.
- Work with the Build Together project to prioritise women's housing needs.
- Prioritise women's needs in the rural poverty reduction programmes.
- Increase jobs for women.
- Promote men's involvement in prevention strategies.

Medium to long term (June 2009 onwards)

Service delivery

- Provide safe taxi ranks by 2010.
- Increase women's participation in the transport industry by 10%.
- Increase women's participation in water and sanitation services by 20% by 2013.
- Provide sustainable environmental health services and increase the involvement of women in this sector by 20% by 2014.

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DETAILED GENDER ACTION PLAN FOR LOCAL COUNCIL IN HARDAP AND OMAHEKE

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.	Commitment to achieving parity between male and female councillors – through mobilisation of women as candidates.	Mayor and cllrs	Gobabis 3/7 women Mariental 2/7 Aranos 2/5	50% women's representation as councillors	2010	None
	Lobby political parties to adopt and implement the zebra list system and include these provisions in their manifestos.	Councillors	<i>What is the % of women in the different political parties? Where are they usually placed on the party list?</i>	50% women's representation in political parties to start campaigning before the elections	2009	None
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.	CEO	There are no statistics available currently	Sex disaggregated statistics on women in leadership positions in local government.	Dec 2008	None
	Take measures to ensure equal representation of women in leadership positions in council.	Mayor, Chair mgmt comm	<i>What is the % of women in leadership positions in the council, ie. Chairperson/ vice chair of council and on committees?</i> Gobabis – 67% women Mariental - 33% women	50% of all leadership positions to be held by women.	2015	None
To educate people 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	PRO, Cllrs	No awareness raising has been in this regard	The whole community should be targeted at community meetings	July 2008	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	of voting for women.					
	Work with the Ministry of Education to encourage gender balance in their curricula and promote gender equality in schools.	Circuit inspector and GFP	No such engagement has taken place to date	<ul style="list-style-type: none"> - Appointed gender focal person (GFP) who will liaise with the Ministry of education - Changes in curricula 	June 2008	
Participation						
To increase participation by women because their concerns are often sidelined or overshadowed by political party concerns.	Establish a multi party women's caucus (see also GMS).	Women Councillors	Currently there is no multiparty women's caucus	Multiparty women's caucus established	Dec 2008	None
	Network with other local, national and provincial women's caucuses.	Multiparty women caucus	No networking has been done	External links established	Feb 2009	N\$ 2000
	Councillors should identify women who have leadership potential and groom them into leadership positions	Multiparty women caucus, All councillors	There are no such grooming programmes exist at the local level	Not less than 7 women groomed every year	July 2008	None
To empower women councillors to articulate what are regarded as "women's issues."	Conduct a skills audit.	HR/ Councillors/ Consultant	No skills audit of councillors has ever been done.	Data on the specific skills of councillors.	July 2009	
	Training needs identified by women councillors eg gender, public speaking and assertiveness.	HR/ Councillors/ Consultant	The only training that councillors receive is induction training and this is once off.	<ul style="list-style-type: none"> - There should be refresher courses annually and all councillors should be involved. - One workshop on targeted needs per year - Increase in the level of participation of women councillors in meetings etc. 	July 2008	
	Council meeting rules should accommodate the use of vernacular so that councillors can use their	Chair of council	There is a provision in the standing rules that councillors may speak in their first language but this isn't always	Awareness of the standing rules and implementation thereof	May 2008	None

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	first language in meetings and interpretation should be provided.		implemented.			
	Induction programmes for new councillors with follow up refresher courses.	MRLGHRD, ALAN	There are induction courses but these only happen immediately after the general elections and there are no refresher courses and there are no gender components	All councillors should receive induction and refresher courses annually and these should include a gender component.	July 2008	
To empower men on gender issues and mobilise their support.	Gender training workshops for male and female councillors and officials.	Mayor, men cllrs	No training has been done with male cllrs	50 male councillors, officials and community members should participate in gender training every year	March 2009	N\$ 5000/yr
	Gender dialogues with male Councillors and officials.	Multiparty women caucus	No dialogues with male councillors have been held	3 dialogues per year	Jan 2009	None
Community mobilisation						
To ensure that women and men participate equally in community matters and that policy making is informed by accurate data.	Collect, disaggregate and analyse data on communities.	PRO/ Data processor/ LADC	There is no data on the community currently	Sex disaggregated data available on the community.	July 2009	
	Encourage men to participate in public meetings and on issues that are traditionally considered to be only of concern to women.	All councillors	There are no statistics on participation in public meetings	<ul style="list-style-type: none"> - Attendance register disaggregated by sex - Equal representation of women and men at public and community meetings. 	June 2008	
	Educate, inform and disseminate information in indigenous languages on issues that affect women such as utilities, payment of bills, housing opportunities, employment, contracts and employment opportunities	PRO	<ul style="list-style-type: none"> - Information (meetings, power failures, tariffs etc) is sent to the community through media (radio and print); most of this is in Otjiherero, Nama/Damara, Afrikaans and English. - Tenders and contracts of 	<ul style="list-style-type: none"> - All vital community information should be in local languages - All tender announcements and expressions of interest should be in local languages - Assistance in completing 	Immediate	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	and HIV and AIDS		employments are only in English	tender documents		
To ensure that women are consulted equally in policy-making processes.	Conduct specialised participation exercises for women.	GFP	There are sex disaggregated stats on the consultative meetings and no specialised participation exercises have taken place	50 women to participate in specialised participation exercises to take place once a month	July 2008	
Communication						
To ensure that council publications do not perpetuate gender stereotypes.	Review of Council publicity from a gender perspective; developing materials that challenge stereotypes.	HR/ GFP	No review of council's publications been done	Gender aware publicity materials.	Sept 2008	
II. GENDER SPECIFIC PROGRAMMES						
Safety and security: Gender based violence						
To obtain reliable statistics on gender based violence.	Conduct gender safety audits and reflect specific targets for reducing GBV.	Council/ WACPU	WACPU has statistics on GBV in the council	Updated statistics on GBV	July 2008	
To educate communities on gender based violence which is rooted in unequal power relations and is "hidden" despite being one of the major challenges facing the council.	Devise a comprehensive programme on Gender Based Violence.	GFP/ Police/ WACPU/ HIV and AIDS comm Comm Dev	Police have regular educational workshops to raise awareness in the community but the council itself hasn't done anything specifically.	Comprehensive plan to end GBV to include participation from all relevant stakeholders	July 2009	
	Conduct awareness campaigns; take a high level political stance against GBV. Plan for and participate in the Sixteen Day Campaign.	CIIRs/ HIV and AIDS comm Comm Dev/ HR/ PRO/ NGOs (GL/ GEMSA)	Councils have not participated in the 16 Days Campaign in the past	<ul style="list-style-type: none"> - Information received from MGECEW - Action plan for the 16 days - Activities during the 16 Days campaign such as a Take back the night march - Materials distributed 	August 2008 25 Nov – 10 Dec 2008	N\$ 20 000
Sensitise the police on GBV because most cases go unreported as women fear	Work with the police and communities in ensuring that cases of gender	WACPU/ PPRC	Do not know what the current statistics on GBV in the council are	<ul style="list-style-type: none"> - Increase in number of reported cases - Increase in number of 	July 2008	

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reporting such cases and conviction rates are low as police often do not regard GBV as a priority.	violence are reported and addressed.			arrests - Action taken on reported cases		
	Liaise closely with the police; ensure a private room/ victim empowerment unit at police stations; improve the services provided by the Police.	WACPU PPRC	Some police stations have private rooms and female officers to deal with cases of GBV	5% increase in number of reported cases and convictions GBV	Jan 2009	
To make communities safer as street lighting is often poor especially in public places adding to the dangers of GBV.	Work with communities to ensure that all public spaces such as parks, cemeteries, and all neighbourhoods are safe with adequate street lighting.	Electrical dept	Street lighting in the council is average	- Target all informal settlements public toilets, shebeens to ensure that they are well lit - Policy to ensure that street lighting is always considered during development planning	July 2008	
To provide better support and more places of safety and care for survivors of GBV	Strengthen and support shelters and places of safety for survivors of gender based violence.	Mayors Forum, PPRC	There are no places of safety and care within the council	- Land available for one place of safety in each council - Resolution from PPRC	Aug 2008	
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.	PPRC/ PRO	Currently WACPU provides this information	Pamphlets and posters produced and distributed	Aug 2008	
Early learning						
To provide affordable child care to free women to participate in the labour force,	Greater coordination between the council and MGEWCW and Education in provision of quality early childhood development facilities.	CEO	- There has been little coordination in this regard. - Some councils have started to work with and evaluate ECD centres	- Contact with MGEWCW and Education and plan for ECD - Number of fully functioning ECD centres	July 2008	
	Provide day care for children during school	Town secretary	Councils have day care centres which are subsidised and they	1 subsidised day care centre per council	July 2009	

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	holidays.		are affordable			
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 the CEO	50% streets are named	100% street names with in two year	2010	N\$ 350 per sign
	Council to establish a disaster management unit which should include counselling to victims of disasters.	Office of the CEO	There are no disaster management units	Establish all management unites within three months	2008	
	Lobby businesses to assist people in need.	Office of the CEO	Councils are encouraging the establishment of local business forum	All business people should be involved	2008	
	Institute a policy regarding the establishment of settlements and building regulations to ensure adequate spacing between buildings.	Technical HOD	There is no policy regarding the establishment of settlements	All local authorities amend or integrate stipulations to the Building Regulation	2008	
	Develop town planning policy on informal settlements to ensure that there is adequate space and roads in such settlements	Town planning, CEO	There is no town planning policy on informal settlements	Town planning policy on informal settlements	Aug 2008	
To educate women and to raise awareness, especially of women-headed households in informal settlements, who suffer disproportionately as a result of fires that destroy	Awareness programmes that target women, on the prevention of fires.	Technical, HOD, Fire brigade	Councils use the media such as the Radio Station, newspaper to educate women about fires	All people in informal resettlement areas targeted	2008	
	Train community members on how to handle emergencies, including first aid.	Technical and HR	No training programmes have taken place on how to handle emergencies	Training for all the members of the community	2010	N\$ 20 000 per Authority

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
their homes and livelihoods.						
The economy and job creation						
To facilitate equal employment opportunities because women are disproportionately affected by high levels of unemployment	Set and monitor specific targets in councils to ensure gender parity in employment opportunities in local councils.	Office of the CEO	Women – 10% -30% Men – 60%- 90%	50% women representation	2015	\$1 mil/ council
	Facilitate employment opportunity workshops for women in communities to enable them to be better placed to access opportunities.	Office of the CEO	Average unemployment in Region approx 40% (Get updated info from stats and National planning commission/ Ministry of Labour) <i>What is the percentage of women and men unemployed</i>	50% employment	2015	
	Create a vote item in the budget specifically related to women's empowerment.	Office of the Mayor	There is no vote item in budget specifically related to gender	Create vote on next Budget	2009/10	
	Inform women about economic opportunities.	Office of the Mayor	No special effort is made to inform women about economic opportunities	- Conducive environment for woman to participate in employment opportunities - 20% of unemployed woman targeted	2010	
To obtain sex disaggregated data on unemployment levels in local authorities	Conduct surveys, collect data and analyse it.	HR	No surveys have been done on unemployment levels	Availability of sex disaggregated data by all local Authorities	2010	
To promote equal representation of women in the tourism industry	Facilitate development and entry of women into the tourism industry.	Office of the CEO	Woman – 10 % Men- 90%	50 % - women presentation in Tourism industry	2015	
Procurement						
To ensure that women benefit equally from the procurement process which they have historically been	Facilitate increased involvement of women contractors by raising their awareness and providing	Office of the CEO	Affirmative Action Act Local tender board committees in VCs makes provision for three women out of five to be	- 45% of all tenders should go to qualified experienced women. - LTB to be encourage and	2015	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
excluded from.	them support and training on tender procedures.		on the LTB	consider women when awarding tenders		
	Conduct an Audit of the procurements department and analyse the point system and establish an Audit Committee specifically tasked with gender within Council	Finance Dept	No audit has been done of the procurements department	Establishment of Committees	2009/10	
	Implement and monitor quotas for women for the awarding of council contracts	Office of the CEO	Currently there is no policy in place.	Policies in place for all LA which will be reviewed periodically and amended accordingly.	2009/10	
	Lobby parliament to amend the tender board regulation act (LTB) to change the current provision of two women to 50% of those sitting on the tender board that awards contracts.	Councillors	<i>What % of the tender board are women</i>	50% women on the tender board.	2011	
	Encourage and affirm larger businesses that sub-contract women-owned enterprises.	All Councillors at LA	10% of contractors are women	50% of contractors should be women	2015	
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 national planning commission (NPC)	Prepare a poverty reduction strategy, which makes explicit mention of women and female-headed households.	Office of the Mayor	Between 50 – 70% of women live in poverty.	<ul style="list-style-type: none"> - Target women-headed households - 35% reduction in poverty 	2015	
	Conduct Sustainable Livelihoods assessment to identify needs and appropriate interventions to	LADC in collab with BIG Project	An assessment was done by an NGO but has not been supported by Government – the project is being piloted in	<ul style="list-style-type: none"> - Government lobbied to support the project - Sustainable livelihoods assessment results 	2015	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	enhance the livelihoods of poor and very poor households.		Omitara	- Reach all Namibians through the BIG Project.		
	Facilitate improved access to social grants.	MGE CW	There is limited access - a single mother only gets a social grant if she earns less than N\$ 500.	The limit should be increased to N\$ 2000.		
	Implement food security and nutrition programmes.	Regional Council	Such projects are done in coordination with regional and local councils	Yearly food for work is provided for.	Ongoing	
	Facilitate the implementation of income-generating activities, improve resources allocated and implement monitoring.	MRLGHRD Hardap Regional Council	There are some projects: SME entrepreneurial projects, garden projects, needlework etc.	Income generating projects targeted at unemployed women, youth and female headed households and old people.	Ongoing	
	Liaise with and support CBOs and NGOs already working with poor households.	Community dev	Current support consist of technical support and office space	Provision made for support in policies.	2009	
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.	Mayors Office, Chamber of Commerce	For every 3 men there should be 1 woman.	50 % growth	2012	
	Community liaison official to disseminate information and advice about sourcing economic opportunities.	Office of the CEO	Councils assist in drafting of business plans and advise on small community projects	30% successful women applicants	2012	
	Encourage public and private business partnerships.	Office of the Mayor	There is a draft Economic Development Policy	50% in the next five years	2015	
To empower women entrepreneurs through business skills and support	Facilitate skills development, access to information and finance,	Office of CEO	There are some skills development projects - Agriculture Holdings and	40% women to be empowered by training and support	2013	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	and business support for poor women.		Community Garden Projects			
Informal sector						
To promote equal access to markets.	Link women to growth sectors and integrate women with partnerships, mergers etc.	Office of the Mayor	20% of street hawkers are women	30% increase in businesses for women	2010	
INFRASTRUCTURE						
Housing						
To promote the equal rights of women to land tenure	Collect sex disaggregated data on housing.	Finance, Housing, CEO	There is no data on housing	Sex disaggregated data on housing in all LA's.	2009	
	Adopt a quota system to ensure that women have equal access to erven.	Council	There are no policies ensure women's access to erven	50% women owning land		
	Ensure gender balance on the housing committee.	Office of the Mayor	Councillors, Officials, CBO and beneficiaries participate on the housing committee	50% of the housing committee should be women.	Next appointment	
	Increase awareness on housing options available to poor households.		Previously there was no land tenure for women and this still exists in some areas under chiefs	Women aware of housing opportunities and owning land		
To ensure that women's needs are taken into account because they are mostly affected by inadequate housing.	Incorporate the needs of women into the residential design.	Town Planner	There is interaction between the Town Planner and Council	Customer satisfaction survey	Ongoing	
	Identify unsatisfactory living environments and formulate recommendations for their improvement.	Build Together committee	Councils are making use of the Build Together Programme	Customer satisfaction survey.	Ongoing	
To ensure women's equal access to housing subsidies.	Educate women on housing policies and subsidies.	Build Together Comm	Build together policy is in place.	Access equal housing subsidies for women.		
	Conduct surveys to produce sex disaggregated data.	Build Together	Information is available at all LA	Gender sensitive data		

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
		Committee				
	Audit housing plans.	Building Inspectors	Ministry is doing this	Yearly Audit		
To adapt housing policies so that they are gender sensitive	Review current policies and change them to make them gender sensitive.	Councillors and Officials	Housing policy was reviewed in 2005	Gender sensitive housing policies		
Transport						
To ensure that women's transport needs are established and met and to ensure that public transport is made safer for women and children.	Collect sex disaggregated data to establish who uses public transport, whose needs are being met and whose are not.	CEO office	There are no statistics and data for public transport users	Statistical data by July 2010 on transport users	July 2010	N\$ 5000,00 Village council and municipality N\$ 200 000,00
	Taxi and bus stations and stopping points to be regulated in order to make travelling safe for all people, especially women and children.	Technical division	Municipalities have but not the villages.	Regulation on taxis and bus station and stopping points to be place.	2010	None
	There should be effective policing to ensure that taxis comply with safety standards and laws, including that they be registered and that they go for regular roadworthy tests.	CEO Office/ Property Dept	There are taxi regulations and taxis for roadworthy tests every six months	Taxi policy developed and implemented	2010	N\$ 10 000
	Taxis should be made safer by providing that taxis should be one colour	MC, NABTA	The only safety features that taxis have are safety belts	Safety of the people	2015	
To empower women to participate in the male-dominated transport sector.	Gather sex disaggregated data on who owns and drives taxis.	MC	There is no data on who owns taxis	Involvement of woman in transport sector	2010	
	Train women to drive and	MC	There are some female taxi	20% increase in women taxi	2020	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	own taxi's and get women on taxi associations.		owners and drivers	owners and drivers		
Water, sanitation and electricity						
	Provide affordable services to poor households.	MC	Councils provide water, electricity and sanitation	Equal access by women to services	2010	N\$ 500 000.00
	Council should respond to calls for information by those who cannot afford services and where possible subsidies should be provided.	Councillors	Councils provide water pipes, street lights	Affordable services to poor households	2010	N\$ 1, 5
	Create jobs through awarding tenders, community projects, cash for work and training for women in this sector.	Tender board and council	About 20% women are currently being employed in this sector	40% women to be employed in this sector	2020	N\$ 500.00 per household
	Ensure that women are consulted prior to the provision of services.	CEO	There have been consultations at community meetings	All woman consulted and provision made	2010	No budget needed
	Align services to the needs of women.	Council	The current state of service delivery is not satisfactory	Equal services provided to all woman	2010	N\$ 6000.00
	Involve women in the management and maintenance of these services and facilities.	Council	20% women are currently involved in this role	50% women to be involved	2010	N\$ 3000.00
	Sex disaggregated data is needed to address a business plan.	Council	There is a town planning scheme but there is no sex disaggregated data	- Sex disaggregated data - Business plan	Next financial year	N\$ 5 000.00
Environmental health						
To involve women, as key stewards of the environment, in environmental preservation	Create an environment committee in which women and men are equally represented.	Council	There is no environment committee in councils	Environment committee established	2010	N\$ 1 000.00

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
projects or making business ventures from the environment.	Create a forum for engaging with the community on environmental health issues and ensure that women and men are equally represented and involved in for eg. the management and disposal of waste and in recycling projects.	Council	There are no forums for engaging with the community	Five committee members, Meet once quarterly	Next financial year	N\$ 1 000.00
	Increase the frequency of refuse collection.	Health department	Refuse is collected twice a week	Refuse should be collected twice a week for businesses	Short term	1, 5m
	Provide and maintain public toilets.	Health department	There are two public toilets in village councils and five in town council	Five public toilets maintained on a daily basis	2010	N\$ 5000.00
	Develop a gender sensitive solid waste management policy.	Health department	There is no solid waste management policy	Solid waste management policy	Next financial year	None
To consult women on solutions to waste removal problems as they are primarily responsible for waste disposal.	Consult women in finding alternative solutions for waste removal.	Council	Women are consulted on solutions to waste removal problems	Inspection on daily basis	Daily basis	None
HIV and AIDS						
Prevention						
To establish the gendered dimensions of HIV/AIDS and raise awareness on the disease in the council.	Sex disaggregated data on HIV/AIDS for the council; integrate gender considerations local HIV/AIDS programmes.	HIV and AIDS comm	There are no updated stats on HIV and AIDS in the council but this information can be got from clinics	Sex disaggregated data from local clinics	Ongoing	
	Develop gender aware HIV and AIDS public education and awareness campaign.	HIV and AIDS comm	Councils do have prevention campaigns	All community members to be aware of HIV and AIDS and how it is contracted	Ongoing	
	Advocate for and promote	HIV and	The female condom is available	Awareness campaigns at	Ongoing	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	the female condom and so that women have free access to them.	AIDS comm	free of charge from councils	community meetings on the female condom and where women can get the female condom		
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; the red and white ribbon campaign, coupled with ongoing awareness campaigns.	HIV and AIDS comm./ Window of hope	Window of hope is a school project related to HIV and AIDS and GBV	All community members to be targeted	Ongoing	
To educate women who are not aware of the need to avail themselves of Post Exposure Prophylaxis (PEP) in the event of a sexual assault.	Integrate PEP into public awareness campaigns; Ensure that all health facilities administer PEP.	HIV and AIDS comm	Information on PEP is available through council and PEP is readily available at all clinics	PEP to be available at all clinics	Ongoing	
To educate women and men on voluntary counselling and testing which is a powerful tool for preventing the spread of HIV/AIDS.	Obtain sex disaggregated statistics on VCT. Use this to devise campaigns to encourage women and men to go for VCT.	HIV and AIDS comm./ Lironga Eparu	<ul style="list-style-type: none"> - There is no data on VCT - Some councils do not have VCT centres - Lironga Eparu counsel newly infected people 	<ul style="list-style-type: none"> - Sex disaggregated data on VCT - Campaigns for women and men to go for VCT 	2010	
Treatment						
To address the fact that women are often the last to access free treatment where this is available.	Sex disaggregated statistics on access to treatment and care; policy measures to rectify this.	HIV and AIDS comm	There are no statistics on who accesses treatment in council but this information exists in clinics	Sex disaggregated data	July 2008	
	Facilitate access to ARV's for women and men and keep sex disaggregated statistics on uptake.	HIV and AIDS comm	There is equal and free access to ARV's	Equal access by women and men to ARVs	Ongoing	
Care						
To facilitate improved	Campaign for care work to	Lironga	Work is being done with	All those involved in HBC should		

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
access by women to social grants because the most of the burden of care for those living with HIV/AIDS falls on women and young women are increasingly assuming parenting roles for their siblings.	be recognised and remunerated.	Eparu, CAA/ ELCAP	Lironga Eparu	be recognised and remunerated		
	Institute gender responsive programmes to mitigate the impact of HIV and AIDS	HIV and AIDS comm	Councils do not have gender responsive programmes to address HIV and AIDS	Gender responsive HIV and AIDS programmes		
	Council to make a link with AMICALL.	HIV and AIDS comm	AMICALL gives training to councils	Monthly programmes with AMICALL		
	Facilitate improved access to social grants for OVC's		There are no statistics on child-headed households	All OVC's/ caregivers accessing social grants	Ongoing	
	Facilitate support groups and counselling for caregivers.	HIV and AIDS comm	EPAKO support groups exist	All caregivers accessing support groups		
	Involve men in HBC.	HIV and AIDS comm	There are no programmes for involving men	50% participation of men in HBC		
Social development						
To make community and sporting facilities more accessible to women and ensure that they benefit equally from such facilities.	Collect sex disaggregated data on the use of council community and sporting facilities.	Properties dept	There is no data on who uses council community and sporting facilities	Sex disaggregated data on the use of community and sporting facilities.	July 2008	
	Ensure that every library has a section on women's literature.	Ministry of Education/ CEO	There are no libraries and where there are they are controlled by the Ministry of Education	Women's literature sections in libraries		
	Design programmes to ensure that women and men benefit equally from local authority facilities, for example promoting women in traditionally male sports, eg. Soccer and boxing.	Community dev/ PRO	No programmes exist currently	Targeted programmes for women and men	July 2009	
	Organise events and displays that celebrate	Community dev/ PRO	No programmes exist currently	Targeted programmes for women and men	July 2009	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	women's achievements and challenge stereotypes. Encourage programmes that challenge stereotypes all spheres, including the home. Educate parents on how their children should be socialised.					
To challenge the belief that child care is the sole responsibility of women and to educate men on parenting responsibilities.	Conduct awareness programmes on parenting responsibilities for men and women.	GFP	There are no awareness programmes or training materials covering parenting responsibilities	Awareness programmes on child care		
IV. EMPLOYMENT PRACTICES AND ENVIRONMENT						
To increase the representation of women employed in the council.	Adopt the SADC target of 50% women in all areas of leadership and employment by 2015. Explicitly prioritise gender equity in performance plans.	Council	Councils are guided by the National Affirmative Action plan	50% women in all areas of employment by 2020	12 years	N\$100 000
	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 and Head of dept to propose to Council for approval	Top management is dominated by men in councils <i>Council to insert specific data</i>	50 % women in mgmt positions and departments in council	To start process right away 2015	0
	Include indicators on gender as a non negotiable component of senior managers' performance	HR	No gender indicators are included in any management performance agreements	Gender indicators in performance agreements of managers		

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	agreement. Obtain buy-in and support of the unions for increased gender equity in the employment profile of the council.	ALAN	No support has been sought from unions with regard to gender equality	Support from Unions through intermediary roles and meetings and information circulated to all LAs	Lobbying can kick off already	N\$ 150 000 x 6 cluster Regions =N\$900.000
To ensure that the recruitment and selection process offers equal opportunity to women.	All job advertisements should encourage women to apply.	Council to pass resolution		<ul style="list-style-type: none"> - For every man employed there should be an equal number of women - Equal representation - Gender sensitive employment opportunities 	2020	
	After the establishment, contribute to ALAN's data bank of possible women candidates.	For CEO through HR to implement				
	Selection panels should be gender balanced.	Council	Selection panels are currently randomly constituted	50/50 gender balance on selection panels.	3 months	0
	Gender sensitive selection policies should apply at all times	CEO/HR department or focal person	Current practices are not necessarily gender sensitive and at times qualifications and experiences are not considered.	<ul style="list-style-type: none"> - 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. 	For next recruitments	0
	Develop comprehensive employment equity plans.	CEO/HR/ consultant	No employment equity plan in existence	HR/ EE Policy development and implementation	For next financial year	N\$ 100-150.000
	Incorporate gender into structure system policies and processes.	Council/ CEO	No gender has been incorporated into any policies and processes so far	Gender sensitive structure systems and policies put place 2009/2010	By next financial year	N\$ 3000 a month
To educate and train	Council should have a staff	CEO - HOD	Needs assessment recently	Training to all staff requiring	2008/200	N\$ 280.000

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
women employees, who have previously been 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	development plan and this should be adequately planned and budgeted for.		done which necessitate staff development plan	capacitating	9 Budget	
	Succession and staff development plans should have a specific focus on upgrading the skills of women and their promotion to senior decision-making positions.	CEO-HR	There is no succession or staff development plan in place currently	Succession plan developed and implemented	2009 - 2010	N\$ 50.000
	Undertake a skills/ qualification audit and assessment of all LAs employees.	CEO/HR	No skills audit done in the past	Results of the skills audit report	2009 - 2010	
	Devise and implement a range of capacity-building options for employees and councillors.	Chair and CEO	There are no capacity building options in councils	Number of capacity building/ trainings sessions given per year	2009 - 2010	97 500
	Mentoring new councillors and employees.	Council/ CEO	Mentoring of new councillors has been done by the MRLGHRD	Number of mentoring sessions	2009- 2011	65 000
	Provide information to councillors, CBOs and community members.	Council	No information exists	Community meetings and interaction activities	2009	
	Increase the number of learnerships available for girls.	Council	Village councils each provide funds for two learners(gender balance applied)	50% learnerships available for girls	Each year	36 000
	Identify skills needs among communities and skills gaps in key economic sectors.	LADC	No needs assessments has been done	Skills needs identified	ASAP	20 000
	Develop targeted skills development programmes.	LADC	No such skills development has been done	Skills development programmes developed	2008 - 2009	20.000
	Facilitate women's entry to skills development	Same as above	Nothing has been done to facilitate women's entry to	30% target increase in number of women accessing	2010	?

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	programmes.		programmes	programmes		
Work conditions and environment						
To facilitate women's equal participation in the workplace by providing support for parents because parenting responsibilities have and continue to be the main responsibility of women.	Review maternity leave provisions to ensure that women are able to take three months full maternity leave through the contributions of both local government and Social Security.	Council/ CEO/HR	Currently there are provisions for three months maternity leave but no paternity leave provisions	Three months full maternity leave	2010	
	Provide and standardise paternity leave and accompany this with a programme on responsible fatherhood. Possibly consider shared maternity and paternity leave	Council	Both maternity with paternity leave is available to all	2 weeks paternity leave in line with national policies	2011	
	Meetings times should take the needs of all employees into consideration and not run too late.	Council	Councils are guided by Local authority Act # 23 of 1992 on Council Meetings	Meetings to take place 16H00- and no later than 18H00	2008/ 2009	
	Provide child care facilities for municipal employees.	Council	There is no child care facilities available	One facility per council	2015	
	Provide flexible work arrangements for parents.	Council	There is no flexi time arrangement currently	Policy in place	2010	
	Act upon employees who are not making maintenance payments.	Council	Councils provide support by virtue of court interdicts	Reduced maintenance cases against employees and increased support toward mothers	2010	
	Conduct awareness programmes on parenting responsibilities.	Council	There are no responsible parenting programmes	Increased responsible parenting	2010	
	Support and expand crèches.	Council	There is no such existing in facilities	Three facilities	2010/ 2011	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
Address issues of sexual harassment in the council.	Develop and implement a sexual harassment policy (SHP).	CEO/ Council	No sexual harassment policy in existence currently	- Implementation of the Sexual harassment policy, - Monitored by number of cases reported.	2010	
	Workplace education and awareness on the SHP	CEO	No awareness or education has been done on SH	Annual reports produced	2010	
	Code of conduct to ban the use of sexist jokes and language.	Council	There is no code of conduct	Reduced cases	2010	
V. GENDER MANAGEMENT SYSTEM						
Planning						
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.	Councillors	The current mission and vision does not say anything about gender.	At least by 2010 mission and vision statement to include gender	2010	N\$ 20,000,00
	Conduct surveys prior to planning to determine the needs of both women and men.	CEO office	No survey has been conducted on this issue.	Gender aware survey results by 2009.	2010	N\$ 200,000,00
	Consult with both women and men when drawing up plans.	CEO office	No consultations have been done in the past	- By 2010 consultations meeting with both men and women held. - At least 3 meetings per year.	2010	N\$ 2000,00
	All units and departments should include gender indicators in their business plans.	CEO office	No units / departments use gender indicators	Gender indicators in all units and departments business plans.	2010	No financial implications
	Councils should administer customer satisfaction surveys that are disaggregated and analysed according to gender.	CEO office	No customer satisfaction surveys have been conducted in the past	Customer satisfaction survey results	2010	N\$ 200,000,00
Gender structures						

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
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.	Council should have a gender coordinator in the office of the CEO.	Council	No work been has done to establish gender structures	GMS established and vested with authority, strategy, plan and resources	2011	
	Recruit/appoint/hire gender focal point.	HR Dept	Gender specialist has not been recruited	Specialist staff appointed	July 2010	N\$ 90,000,00
	The gender coordinator should be assisted by gender focal points in all departments, together comprising the gender management committee.	CEO office	No work done to establish gender structures	GMS vested with authority, strategy, plan and resources	July 2010	
	Senior managers must take ultimate responsibility for gender mainstreaming within the administration.	CEO office	There is no responsible person for gender in council	GMS , vested with authority, strategy, plan and resource	July 2010	
	Gender to be written into the job description and performance agreements of senior managers and GFP.	CEO office	Gender is not included in the performance agreement of any staff or senior management	Accountability on gender through PAs by July 2010.	July 2010	
	Gender should be a standing item on the agenda of management committee meetings.	CEO office	There is no gender item on the agenda of management committee meetings	Gender item on the management committee meetings	July 2008	
	Establish a gender committee comprising councillors and other stakeholders to ensure political oversight for gender mainstreaming in the work of local government.	Council	There is no committee in Council responsible for gender	Gender equality committee by July 2008.	July 2008	
	Contribute to best practices to be disseminated by ALAN					
	Form a multi party women's	Council	The structure exists in some	Women's caucus established/	July 2008	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	caucus.		councils but is not functioning	reviewed		
	Prepare Terms of Reference for gender machinery, and clarify reporting procedures.	Council	There are no gender focal points no TOR for the gender machinery	- GFP formed; - TOR for GFP	July 2008	
	Publicise the establishment of the gender machinery.	CEO office	There is no GMS	GFP established and publicised	August 2008	N\$ 6,000,00
	Gender machinery to prepare their own strategic plans.	CEO office	Does the GMS have a strategic plan No GMS in place	Strategy and action plan adopted by August 2009	August 2009	
	Establish linkages with gender machinery in other municipalities.	Council	No linkages have been established	GMS Networked By 2009	August 2009	
Budget, monitoring and evaluation						
To make use of sex disaggregated data for monitoring and evaluation to ensure that gender equality is being strived for. To ensure that resources are being allocated to gender priorities.	Obtain sex-disaggregated data.	CEO office	Currently there is no sex disaggregated data	All statistics disaggregated by sex	2010	
	Gender indicators to be formulated for each department/ programme and HR management.	CEO office	No gender KPIs in the council scorecards	Gender KPIs integrated into council scorecards	2010	N\$ 20,000,00
	Conduct a gender analysis of the municipal and departmental budgets to ensure that expenditure responds equally to the needs of women and men.	CEO office/ Council	There are no direct or indirect budget allocations for advancing gender equality Not in existence	Gender analysis of the municipal and departmental budgets to ensure that expenditure responds equally to the needs of women and men	2011	N\$ 40,000,00
	Recommend resource allocation (specific budget line) for initiatives that will promote gender equality, including fighting gender violence and HIV and AIDS).	Council	There is an action plan on HIV and AIDS but not on GBV	Action plan on GBV including costing	July 2009	N\$20,000.00
	Ensure that departments	Council	No departments allocate	All departments allocate	July 2009	N\$

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	allocate resources to gender priorities.		resources to gender priority	resources to gender priorities		300,000,00
Capacity building						
To ensure that training is done to educate all employees and community groups on gender.	Facilitate skills training for members of gender machinery.	CEO office	There has been no specific training on gender	- Two workshops per year. - 44 councillors and 8 officials trained.	Nov 2009	N\$ 35,000,00
	Liaise with service providers to provide training programmes.	CEO office/ training division	There has been no specific training on gender but training has been conducted in past on leadership, legal framework etc.	- Two workshops per year. - 44 councillors and 8 officials trained.	July 2010	N\$ 35,000,00
	Facilitate training programmes among councillors, officials and community groups.	CEO office and council	There has been no specific training on gender but training has been conducted in past on leadership, legal framework etc.	- Two workshops per year - 44 councillors 8 officials and 4 community members trained	Nov 2011	N\$ 40,000,00
	Ongoing mentorship and support through linkages with civil society.	CEO office	There have been no mentoring programmes	Linkages with civil society established.	2010	N\$ 40,000,00
	Gender sensitivity training for both male and female councillors	CEO office	No training on gender has been conducted.	- Two workshops per year - 44 councillors 8 officials and 4 community members trained	2010	N\$ 40,000,00
	Gender analysis training for councillors and staff with specific gender mainstreaming responsibilities.	CEO office	No training on gender was conducted	- Two workshops per year - 44 councillors 8 officials and 4 community members trained	2010	N\$ 40,000,00
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. Engage in campaigns to raise the profile of gender eg Women's Day; Sixteen Days campaign.	CEO office and council	The council has not participated in any special gender events and campaigns	Gender events calendar in place by 2008	July 2008	N\$ 500,00
	Prepare pamphlets,	CEO office/	There are no pamphlets etc	Gender materials developed	2010	N\$

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	advertising, posters, logo etc.	PRO				20,000,00
	Run competitions, sporting activities that challenge stereotypes.	CEO office/	No competitions/ activities have been run that challenge stereotypes	Competitions/ activities that challenge stereotypes	2009	N\$ 15,000,00

Acronyms

ALAN	Association of Local Authorities in Namibia
CEO	Chief Executive Officer
GFP	Gender focal point
GL	Gender Links
HR	Human resources
HOD	Head of department
LA	Local Authority
LADC	Local Authority development Committee
LTB	Local tender board
MC	Management committee
MGEW	Ministry of Gender Equality and Child Welfare
MRLGHRD	Ministry of Regional, Local Government, Housing and Rural Development
NABTA	Namibian Bus and Taxi Association
PPRC	Police public relation committee
PRO	Public relations officer
WACPU	Women and child protection unit