

GENDER ACTION PLAN FOR LOCAL AUTHORITIES IN THE OTJOZONDJUPA AND OSHIKOTO REGIONS



List of acronyms

ALAN	Association of Local Authorities in Namibia
AMICALL	Alliance of Mayors and Municipal Leaders on HIV/AIDS in Africa
CDO	Community Development Officer
CEO	Chief Executive Officer
CMO	Community Mobilisation Officer
CRO	Chief Regional Officer
COD	Congress of Democrats
EDO	Economic development officer
GEMSA	Gender and Media Southern Africa Network
GFP	Gender Focal Person
GMS	Gender Management System
HOD	Head of Department
HR	Human Resource
KPI	Key performance indicator
LA	Local Authorities
LDC	Local Development Committee
LEDO	Local Economic Development Officer
LTB	Local Tender Board
MGECW	Ministry of Gender Equality and Child Welfare
MoH	Ministry of Health
MRLGHRD	Ministry of Regional, Local Government, Housing and Rural Development
MYSC	Ministry of Youth, Sports and Culture
NABTA	Namibia Bus and Taxi Association
NANAWO	Namibia National woman's organisation
NASOMA	Namibia Social Marketing Association
NATIS	Namibia Traffic Information System
NCCI	Namibia Chamber of Commerce and Industry
NORED	Northern Region Electricity Distributors
PLWHAs	People living with HIV and Aids
PPPUE	Public/private partnership for urban environment
PRO	Public Relations Officer
RACOC	Regional Aids Co-ordinator Committee
REMU	Regional emergency management unit
SHP	Sexual Harassment Policy
TOR	Terms of Reference
WAD	Women Action for Development
WCPU	Women and Child Protection Unit

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 fourth workshop held in Otjiwarongo from 12 – 14 June 2008 which was attended by 24 representatives (12 women and 12 men) from all six of the Local Authorities in the Otjozondjupa and Oshikoto regions, as well as representatives from ALAN. 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.

Country background

Namibia is located in south-western Africa and it borders Angola to the north, Botswana to the east, South Africa to the south and the Atlantic Ocean to the west. It has a land area of 824 292 sq km with a population of 2 088 669 million (UN 2008 estimate). According to the World Health Organisation (2006), Namibia has an annual population growth of 2,3% and has a life expectancy age of 52 years for men and 53 years for women (OSISA, accessed 20 June 2008). 51% of the population are women and 49% are men (Namibia Census Indicators 2001 and 1991). Approximately 33% of the population live in urban areas with the remaining 67% living in rural areas.

The capital city of Namibia is Windhoek. The country is divided into 13 regions, namely Caprivi, Erongo, Kavango, Hardap, Karas, Khomas, Kunene, Ohangwena, Oshikoto, Omusati, Omaheke, Oshana and Otjozondjupa. United Nations (2005) ranks Namibia at number 125 out of 177 countries when it comes to the Human Development Index, a summary composite index that measures a countries average achievement in three basic aspects of human development: longevity, knowledge and a decent standard of living. The main exports of the country are diamonds, copper, gold, zinc, lead, uranium and livestock (OSISA, accessed 20 June 2008).

Gender in Namibia

Two national documents and several gender policies and programmes guide Namibia in addressing gender issues namely the National Gender Policy (NGP) and the National Gender

Action Plan (NGPA). The NGP of 1999 sets out the reasoning underlying the government's gender policy, while the NGPA of 1998 sets out the methods the government employs for achieving a gender balance in power and decision-making (LeBeau, D. and Iiping, E., 2004, p.4-5). In addition, there are national structures such as the Ministry of Gender Equality and Child Welfare, gender focal points in all ministries and government organisations which were established to address gender inequality. There have also been several reforms to the laws such as Married Persons Equality Act (No.1 of 1996), Combating of Domestic Violence Act (No.4 of 2003), Combating of Rape Act (No.8 of 2000), Affirmative Action Act (AAA) (No. 28 of 1998), and the Domestic Violence Bill of 2002-2003.

AIDS is the main cause of death in Namibia and its prevalence rate of around 20 percent places Namibia amongst six countries in the world most affected by HIV/AIDS. The worst-affected area of the country is Caprivi where the prevalence rate is 43% (UN 2007). There are differences in HIV and AIDS prevalence rate by sex as more women than men are infected with the HI virus and researchers attribute this difference to factors such as gender-based violence, women living in poverty and women's lack of access to social and economic resources, all of which place women at particular risk (Namibia's Country Report on the African Union Solemn Declaration on Gender Equality in Africa, 2006, p. 10).

Women in Politics

The breakdown of women representation in Namibian governance structures is below:

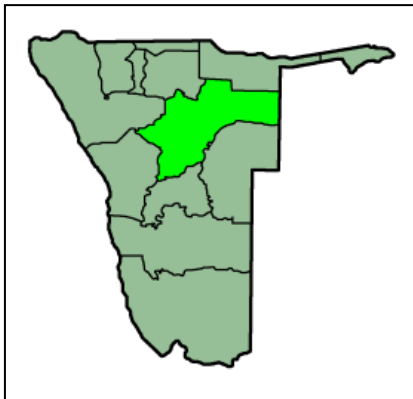
Level of Govt	Members/ Cllrs	No women	% women
Cabinet	22	5	23%
National Assembly	78	24	30.76%
National Council	26	7	27%
Regional Council	107	12	11%
Local Authority	323	135	42%

Source: Gender Links, At the Coalface, Gender and Local Government in Southern Africa.

The 30% women representation in the National Assembly, has just recently been reached, a development which sees Namibia joining Mozambique, South Africa and Tanzania in achieving the 30% quota set by the SADC in the Declaration on gender and development. This target has since been increased to 50 percent.

Background and demographics of the regions

Otjozondjupa region



The Otjozondjupa region is located in the northern central area of Namibia and covers an area of 105,328 km². In the east, Otjozondjupa borders the North-West District of Botswana. Domestically Otjozondjupa borders more regions than any other region of Namibia, borders are as follows: Omaheke in the southeast, Khomas to the south, Erongo in the southwest, Kunene to the northwest, Oshikoto in the north and Kavango in the northeast.

Okahandja and Otjiwarongo are well known for cattle farming, while Otavi and Grootfontein districts, and to a lesser extent also Otjiwarongo, are the granary of Namibia.

The region has the potential to establish industries connected with these farming activities as well as by-products thereof.

People

The population of the Otjozondjupa region is approximately 135 384, this constitutes approximately 7.4% of the total Namibian population. There are fewer women (48%) than men (52%) in the region. 41% of the population live in urban areas. Over half the population (55%) are between the ages of 15 and 59 and 55% have never married.

One third (33%) of all households are headed by women. There is a 67% literacy rate with more girls (66%) between the ages of 6 and 15 attending schools compared to boys (61%). The main languages spoken in homes in the region are Otjiherero languages (28%), Nama/Damara (22%) and Oshiwambo languages (20%). 32% of the labour force is unemployed, but this figure has not been disaggregated by sex (2001 Population and Housing Census of NPC).

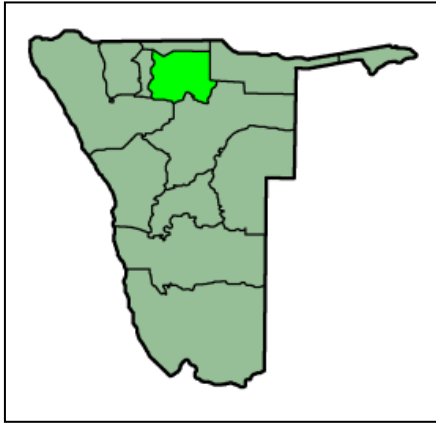
Services

According to the 2001 Census indicators, 94% of households in the region have access to safe water, but 43% have no toilet facility and only 42% have access to electricity for lighting, while 60% use wood/charcoal for cooking.

Local Authorities

The Otjozondjupa region includes the local authorities of Grootfontein, Okahandja, Okakarara, Otavi and Otjiwarongo. 14 of the 33 (42%) local authority councillors in the region are women, this is equal to the country average of 42% women in local government.

Oshikoto region



The Oshikoto region which is located in northern region of Namibia covers an area of 26,607 km² and is one of only three regions without either a shoreline or a foreign border. It borders the following regions: Oshana – north; Kunene – east; Otjozondjupa – southeast; Kunene – southwest; Oshana - west

The northern part of the region is agricultural with the main crop being mahangu (pearl millet). In the southern part the main economic activities are cattle rearing and mining. Tsumeb is the capital of the region and is known for its copper mining.

People

The population of the Oshikoto region is approximately 161 007, this constitutes approximately 8.8% of the total Namibian population. There are more women (53%) than men (47%) in the region. A very small portion of the population (9%) lives in urban areas with the majority of people (91%) residing in rural areas. Just under half of the population (47%) are between the ages of 15 and 59 and the majority (59%) have never married.

Half of all households in the Oshikoto region are headed by women. There is an 83% literacy rate with more girls (87%) between the ages of 6 and 15 attending schools compared to boys (82%). Oshiwambo languages are spoken in the majority (87%) of homes in the region. 45% of the labour force is unemployed, but this figure has not been disaggregated by sex. Farming, at 56%, is the main source of household income in the region (2001 Population and Housing Census of NPC).

Services

According to the 2001 Census indicators, 88% of households in the region have access to safe water, but the majority of households (70%) have no toilet facility and only 15% have access to electricity for lighting, while 84% use wood/charcoal for cooking.

Local Authorities

There is only one local authority in the Oshikoto region, that is Tsumeb, which is a part II municipality. Of the seven councillors only one (14%) is a woman, this is far below the country average of 42% women in local government.

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.

Adoption and implementation of the gender action plan

- GL will finalise the plan and send this to ALAN who will forward it to the participants.
- Participants to do a presentation to Council on the plan and make adjustments as deemed necessary.
- ALAN/ Otjozondjupa Joint Planning Forum includes all local authorities (1 councillor and 1 official are represented) - share information after ALAN meeting and share experiences about activities – discuss this plan at next meeting in Otavi end June, Tsumeb will be invited to this meeting.
- Report to Council Management committees.
- Final adjustments made to suit specific needs of the councils.
- Presented to council for adoption before ALAN congress in September 2008.
- Report back at the ALAN congress on progress made.

Employment environment and gender management system

- Establish a gender management system.
- Identify a gender focal person in the municipality.
- Compile a calendar of special events and engage in campaigns to raise the profile of gender eg. Women's Day and Sixteen Days of Activism campaign.
- Conduct training of councillors and staff on gender issues.
- Make budgetary provisions for gender issues.
- Adopt equity and development plans.

Basic service delivery

- Institute gender responsive programmes to mitigate the impact of HIV and AIDS.
- Work closely with the police to ensure that cases of gender violence are reported and addressed.
- Collect and disaggregate data by sex on various issues especially housing and the use of council community and sporting facilities.
- Develop a gender sensitive housing policy.
- Establish an environment committee in which women and men are equally represented.

Economic empowerment

- Identify skills and skills needs in the community.
- Develop a gender sensitive strategy to address the high levels of poverty that affect mainly women headed households.
- Promote women's participation in the business sector where they are poorly represented.

DRAFT
FRAMEWORK GENDER ACTION PLAN FOR LOCAL COUNCIL IN OTJOZONZHUPA AND OSHIKOTO

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.	Public commitment to achieving parity between male and female councillors – through mobilisation of women as candidates.	Political parties, Cllrs, branch and district leaders, Secretary generals of political parties	Tsumeb – 1/7 Grootfontein – 1/7 Otavi – 4/5 Okakarara – 3/7 Otjiwarongo – 2/7 Okahandja – 4/7	50% representation of women cllrs	2010	
	Lobby all political parties to adopt and implement the zebra list system and include these provisions in their manifestos.		- There are no exact stats but evidence shows that women are in the minority especially in leadership positions. - Parties apply the zebra list inconsistently	- 50 women’s representation in political parties - Apply zebra lists consistently	2010	
	Engage with Traditional Authorities on women’s representation in local politics	Traditional Authorities	There has been engagement with Traditional Authorities - Grootfontein 3/13 women - Kombat – 2/25 women chief - The new Traditional Authorities directive provides for equal representation of women	50% representation of women in Traditional Authorities	Sept 2008	
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.	HR, Mayor	No formal stats are kept	Sex disaggregated statistics on women in leadership positions in local government kept and updated	Ongoing	
	Take measures to ensure equal representation of women in leadership positions in management and Council.	HR, Cllrs, CEO	Tsumeb – 1/5 HR manager Grootfontein – 1/5 Finance manager Okakarara – no women in	50% of all leadership positions to be held by women.	2012	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
			management Otjiwarongo – 1/4 community services Okahandja – 1/5 CEO			
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 of voting for women.	Cllrs	There has been no awareness raising in communities	<ul style="list-style-type: none"> - At least one meeting per month with communities - Use existing platforms and forums such as cultural and church events 	July 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 cllrs, NANAWO, MGE CW, Political parties, WAD	There is no multi party women's caucus at the local level	Multiparty women's caucus established with all women from different political parties	July 2008	
	Network with other local, national and provincial women's caucuses.		No networking been done with other women's caucuses	External links established	July 2008	
	Councillors should identify women who have leadership potential and groom them into leadership positions		No such grooming programmes exist within political parties	10 women groomed over 2 years	2010	
To empower women councillors to articulate what are regarded as "women's issues."	Conduct a skills audit and identify needs of women councillors eg gender, public speaking and assertiveness.	Women's council, Cllrs with this portfolio, MGE CW, NGOs, ALAN	<ul style="list-style-type: none"> - A skills audit has been done in Otjiwarongo - There has been gender training in the past, conducted by NGOs, MGE CW and the elected women forum – about 4 courses a year 	<ul style="list-style-type: none"> - Councils use Otjiwarongo as best practice - Clarity on objectives of audit - Data on the specific skills and needs of councillors - 2 skills audit sessions per year - 1 gender training session attended per quarter 	August 2008 - ongoing	
	MLGHRD and MGE CW should develop training and material on political issues, legislation, town planning and public speaking.	CEO, experts in council	<ul style="list-style-type: none"> - There is some training by MRLGHRD but more needs to be done on town planning and public speaking - Councillors are often not 	<ul style="list-style-type: none"> - 2 training sessions per year especially on public speaking - Rotation of public speaking responsibilities within council 	July 2008	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
			given an opportunity to practise their public speaking skills			
	Induction programmes for new councillors with follow up refresher courses.	MRLGHRD	The MRLGHRD conducts an induction programme at the start of the term. There are refresher courses but these do not target women specifically	All councillors trained twice a year	Ongoing	
	Council meeting rules should accommodate the use of vernacular so that councillors can use their first language in meetings and interpretation should be provided.	Mayor, CEO	The rules provide for the use of vernacular but in practise women often feel uncomfortable doing this and fear being discriminated against	<ul style="list-style-type: none"> - Rules should be reinforced in council and women encouraged to speak in their vernacular and provide interpretation - Standing item on the council agenda 	Monthly	
To empower men on gender issues and mobilise their support.	Gender training workshops for male and female councillors and officials.	CEO, HR, Mayor, ALAN	Men have not really participated in previous gender workshops	<ul style="list-style-type: none"> - Invitations specifically go to men as well as women - Equal representation of women and men at all gender workshops 	Ongoing	
	Gender dialogues with male Councillors and officials.	Cllrs, Mayor, Mgmt comm	There have been no dialogues with male councillors or officials	Standing item on the council agenda (every month)	July 2008	
Community mobilisation						
To ensure that women and men participate equally in community matters and that policy making is informed by accurate data.	Collected, disaggregate and analyse data on communities.	CEO, PRO, Comm services, Econ dev	There is no such data	Sex disaggregated data on the community.	Sept 2008	
	Encourage men to participate in public meetings and on issues that are traditionally considered to be only of concern to women.	Comm dev, PRO, CEO	There are no exact statistics on public participation/ participation in public meetings but anecdotal suggest that women are in the majority	Equal representation of women and men in public participation processes	Sept 2008	
	Educate, inform and	PRO, CEO,	- Information on housing,	- Information goes out	Ongoing	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	disseminate information in indigenous languages on issues that affect women such as utilities, payment of bills, housing opportunities, employment, contracts and employment opportunities and HIV and AIDS	HR	HIV and AIDS, safety and crime - Loud speakers, community radio, community meetings and notices in bills	monthly - Gender sensitive		
To ensure that women are consulted equally in policy-making processes.	Conduct specialised participation exercises for women.	PRO, CEO	There have been no specialised consultative meetings with women	One specialised participation exercises to take place quarterly	Jan 2009	
To mobilise men at local level and ensure that they do not feel threatened by gender equality.	Conduct workshops with men's groups.	Men for change	There have been some workshops with men's groups	One workshops held with men quarterly	Jan 2009	
Communication						
To ensure that council publications do not perpetuate gender stereotypes.	Review of Council publicity from a gender perspective; developing materials that challenge stereotypes.	CEO, PRO, Comm dev	Councils have newsletters, and news boards have not been reviewed for gender sensitivity	Gender aware publicity materials.	July 2008	
II. GENDER SPECIFIC PROGRAMMES						
Safety and security: Gender violence						
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.	PRO, CEO	There are no programmes on GBV within the council	- Comprehensive programme on ending GBV - Involvement of churches, schools, traditional leaders	August (African women's Day)	
	Conduct awareness campaigns; take a high level political stance against GBV. Plan for and participate in the Sixteen Days Campaign.	MGEW, Mayor, PRO, CEO, Econ and marketing	Some councils have participated in awareness campaigns in the past such as 16 Days Campaign in the past – drumming events, speeches, involving police, education of communities on GBV	- 1 event every day of the 16 Days campaign - 500 women and men attend each event - Increase in men attending events	25 Nov – 10 Dec	
To obtain reliable statistics on gender based violence.	Conduct gender safety audits and reflect specific targets for reducing GBV.	PRO, Comm Dev	The police have statistics on GBV in the council	Requests for statistics	July 2008	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
To educate the police on GBV because most cases go unreported as women fear reporting such cases and conviction rates are low as police often do not regard GBV as a priority.	Work with the police and communities in ensuring that cases of gender violence are reported and addressed.	PRO, CEO, Mayor, Police (Station commander and Defence commander)	<ul style="list-style-type: none"> - Councils don't have updated statistics on GBV in the council - Nothing has been done with police in regard to GBV 	<ul style="list-style-type: none"> - 90% increase in cases reported - All cases to be dealt with effectively and not thrown out 	July 2008	
	Liaise closely with the police; ensure a private room/ victim empowerment unit at police stations; improve the services provided by the Police.	PRO, CEO, Mayor, Police (Station commander and Defence commander)	<ul style="list-style-type: none"> - There are no special facilities for women at police stations - In Tsumeb and Otjiwarongo there are women and child protection centres (women can report the cases, they can stay over – but there are no medical facilities) 	<ul style="list-style-type: none"> - All informal settlements and townships should have a satellite police stations - Each council has a women and child protection centres 	July 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. Lobby Cenored/ Municipality to ensure social aspects of lighting are not ignored.	Cenored, Electrical dept, Engineering CEO, Nampower	Street lighting is not adequate especially in informal settlements.	95% of streets and areas to be well lit	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 – lobby government wrt regulations	CEO, Mayor	<ul style="list-style-type: none"> - There are no long term places of safety and care for women within the council - Parliamentary standing committee on gender affairs has already recommended that each council have a place of 	<ul style="list-style-type: none"> - Follow up efforts on parliamentary recommendation - Approval of safe houses from national level in terms of national regulations - 1 safe house in each council 	Lobbying – ongoing - July 2009	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
			safety.			
To provide post-traumatic facilities for survivors of GBV.	Facilitate the enhanced and co-ordinated provision of post-traumatic services and facilities.	Econ and comm. Services, CEO, PRO, regional health directorate	<ul style="list-style-type: none"> - Otjiwarongo has a counselling centre and one counsellor - Other councils don't have special counselling centres 	1 counselling facility per council	July 2009	
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.	CEO, PRO, Finance	The council has not provided specific information to the public regarding GBV services	Information included in monthly newsletters and bills, including emergency numbers etc.	August 2008	
Early learning						
To provide affordable child care to free women to participate in the labour force,	Review pre-primary and kindergarten fees to make them more affordable.	CEO, CDO, Cllrs	There is a policy regulating the number and conditions of pre primary schools but they have no control over the fee structure.	<ul style="list-style-type: none"> - Subsidies for land and utilities for kindergartens - Facilitate subsidies from donors for kindergartens - Capacity building for teachers 	Ongoing	
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 areas and streets should be named and houses numbered so that emergency services can locate women who call for assistance.	CEO, PRO, CDO	Streets in informal settlements are not named and shacks are not numbered	All streets especially in informal settlements should be named	July 2008 – July 2009	
	Council to establish a disaster management unit which should include counselling to victims of disasters.	CEO, Mayor, Fire dept chief	Councils do not have DMUs – disasters are dealt with through the Mayoral fund	Disaster Management Plan/ Unit	July 2009	
	Lobby businesses to assist people in need.	CEO, Business	Businesses are lobbied to provide assistance	Disaster preparedness committee including businesses	Ongoing	
	Institute a policy regarding the establishment of settlements and building regulations to ensure	CEO, Comm serv, PRO	There are regulations regarding spacing of buildings but these are not complied with	Dedicated officer responsible for ensuring that regulations are complied with	July 2009	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	adequate spacing between buildings.					
To educate women and to raise awareness, especially of women-headed households in informal settlements, who suffer disproportionately as a result of fires that destroy their homes and livelihoods.	Awareness programmes that target women, on the prevention of fires and train community members on how to handle emergencies, including first aid.	CEO, CDO, PRO, Emergency services	The fire dept conducts awareness programmes and first aid courses but these are not targeted at women	<ul style="list-style-type: none"> - Targeted awareness programmes - All women-headed households reached - 10% decrease in the number of women who lose their homes due to fires - First aid courses conducted every 3 months 	August 2008	
The economy and job creation						
To obtain sex disaggregated data on unemployment levels in local authorities	Conduct surveys, collect data and analyse it.	PRO, Econ/ Comm dev	There are statistics on unemployment levels but these are not disaggregated by sex	Availability of sex disaggregated data.	July 2009	
To facilitate equal employment opportunities because women are disproportionately affected by high levels of unemployment	Set and monitor specific targets to ensure gender parity in employment opportunities created by local government.	HR, GFP	<ul style="list-style-type: none"> - All monthly reports from HR have sex disaggregated data on employment stats - Men are in the majority in terms of employment in the council - EE policy which provides that women should have equal opportunities 	<ul style="list-style-type: none"> - Updated and disaggregated stats on employment within council - 50% women to benefit from employment opportunities - HR manager and CEO to be held accountable for not achieving target 	Ongoing	
	Facilitate employment opportunity workshops for women in communities to enable them to be better placed to access opportunities.	HR, CEO, PRO	No workshops have been held with women to enable access to employment opportunities within council	<ul style="list-style-type: none"> - 2 workshops per year - 30% increase in women employed by council 	July 2009	
	Create a vote item in the budget specifically related to women's empowerment.	CEO, Cllrs, HR, Finance	There is no vote item for women's empowerment	Vote item for women's empowerment	July 2009	
To promote equal	Facilitate development and	CEO, CDO,	Men still dominate in the	<ul style="list-style-type: none"> - 30% increase in women 	Sept 2008	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
representation of women in the tourism industry	entry of women into the tourism industry.	PRO, EDO	tourism industry	participating in the tourism industry - 3 Capacity building sessions per year		
Procurement						
To ensure that women benefit equally from the procurement process which they have historically been excluded from.	Facilitate increased involvement of women contractors by raising their awareness and providing them support and training on tender procedures.	PRO, CDO, Cllrs	- In Grootfontein and Otjiwarongo most contractors are women, but this is not the case for other councils - Very little is being done to raise awareness of women regarding tender procedures	Information on tenders to be include in special women's meetings	Aug 2008	
	Conduct an Audit of the procurements department and analyse the point system.	Finance	Procurements are audited annually but little attention has been paid to gender equality in awarding of tenders and there is no point system	- Audit results - Feasibility study on point system in procurements	Ongoing	
	Implement and monitor quotas for women for the awarding of council contracts and encourage and affirm larger businesses that sub-contract women-owned enterprises.	Finance, CEO	There is no quota or point system for procurements and there are no incentives for businesses who sub-contract or employ women	50% of all contracts should be awarded to women	August 2008	
	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.	LTB. CEO	Otjiwarongo – 3/6 Okahandja – 2/6 Tsumeb – 1/6 Grootfontein – 2/6 Okakarara – 1/6 Otavi – 0/6	- Women groomed to sit on tender board - 50% women on the tender board.	Lobbying immediate - 2011	
Poverty eradication						
To develop a gender sensitive strategy to	Prepare a poverty reduction strategy, which makes explicit	CDO, CEO, PRO,	- There are sex disaggregated general	35% decrease in poverty levels of women	2012	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
address the high levels of poverty that affect mainly women especially women headed households and align it with the national planning commission (NPC)	mention of women and female-headed households.		stats provided by the NPC - Poverty eradication is contained in the 5 year strategic plan			
	Conduct Sustainable Livelihoods assessment to identify needs and appropriate interventions to enhance the livelihoods of poor and very poor households.	CEO, PRO, CDO/ Econ	- Otjiwarongo conducted such an assessment in the informal settlements 2 years ago - Okahandja conducted an assessment with Namibia Housing Action group in March 08 - Tsumeb and Grootfontein conducted one a year ago	Assessment done annually	Annual	
	Facilitate improved access to social grants.	Mayor, CEO, PRO	- Social grants are provided to pensioners and include subsidies for water - Women and men benefit equally	5% increase in the number of women accessing social grants	July 2009	
	Implement food security and nutrition programmes and liaise with and support CBOs and NGOs already working with poor households.	CDO, CEO, NGOs	Some programmes are done through multi-purpose centres where these exist but these are reliant on external donors	1 Multi-purpose centre per council	July 2009	
	Facilitate the implementation of income-generating activities, improve resources allocated and implement monitoring and link women's small businesses with opportunities in the value chains of growth sectors.	CDO, Econ, PRO	- There are sewing/ tailoring projects where council has assisted with sewing machines and material and women run these projects and sell their products - Tsumeb cultural village - Support groups at MPC and groups are linked with international groups	5 new income-generating projects per year	Oct 2008	
Business support and informal sector						
To promote women's	Community liaison official to	CEO, PRO,	This information is	Quarterly women's meetings	Jan 2009	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
participation in the business sector where they are poorly represented	disseminate information and advice about sourcing economic opportunities.	Econ, CDO	disseminated at meetings			
	Encourage public and private business partnerships.	CEO, PRO, Econ, CDO	Such partnerships are encouraged esp with shack dwellers to build own shelter , LC links community members up with banks, and africem, Clayhouse project – women do benefit	5 new partnerships to be formed annually with a strong emphasis on women	Jan 2009	
To empower women entrepreneurs through business skills and support	Facilitate skills development, access to information and finance, and business support for poor women and.	CEO, PRO, Econ, CDO	<ul style="list-style-type: none"> - There are skills development programmes but no specifically for women - Women in business forum recognises women’s achievements and training is provided but not on a regular basis 	60% women to be empowered by training and support	July 2009	
	Facilitate increased involvement of women-headed companies by raising their awareness and providing them support.	CEO, PRO, Econ, CDO,	There are no specific programmes around women-headed companies currently	15 women-headed companies to be formed annually	Oct 2008	
INFRASTRUCTURE						
Housing						
To promote the equal rights of women to land tenure	Collect sex disaggregated data on housing.	Housing Officer Corp mngr Prop officer Village secr Shack dwellers assoc	There is data that exists but it is not disaggregated.	Sex disaggregated data on housing.	Nov 2008	
	Adopt a quota system to ensure that women have equal access to erven.	HO, Build Together Officer	<ul style="list-style-type: none"> - There are no policies to ensure women’s access to erven. 	<ul style="list-style-type: none"> - Housing policy - 50% of land to be owned by women. 	March 2009	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
		Village secr, Shack dwellers assoc	<ul style="list-style-type: none"> - Local authorities have housing programmes. - The erf remains council property until the loan has been repaid in full. - Grootfontein and Tsumeb are conducting surveys on the housing issue. 			
	Ensure gender balance on the housing committee.	HO, CDO Village secr Corporate mangr Build Together Officer, Shack dwellers assoc	<ul style="list-style-type: none"> - Some local authorities have housing committees namely Otavi and Grootfontein. - Gender composition data is unknown, but the Build Together committee has more women than men. - The single quarter committee (temporary) seems to have more men than women. 	50% women to be represented on both housing committees.	Sept 2008	
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.	Cllrs, Town planner CEO, CDO	Women and communities have not been consulted about residential designs.	<ul style="list-style-type: none"> - 1 or 2 consultation meetings per quarter - Customer satisfaction survey 	July 2008	
	Identify unsatisfactory living environments and formulate recommendations for their improvement.	HO, CDO Building Together Officer	No assessment of living environments has been done.	Customer satisfaction survey	Sept 2008	
	Permit low-impact economic activities to be undertaken from dwelling units. Review regulations on economic activities undertaken from homes.	CDO, EHO Chief Health Officer	<ul style="list-style-type: none"> - The current regulations prevent people from undertaking economic activities from their homes. - For this to happen, they need to apply for rezoning and other stipulated requirements. 	<ul style="list-style-type: none"> - 1 awareness raising campaign per quarter around business procedures - Current regulations reviewed 	August 2008	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
			- Despite the regulations, people do run businesses from their homes.			
To ensure women's equal access to housing subsidies.	Educate women on housing policies and subsidies.	CDO, HO Villager secr Property Officer	- There is currently no information on women and housing. - The view is that women already benefit more than men when it comes to housing.	4 consultation meetings with women on housing policies and subsidies.	Sept 2008	
	Conduct surveys to produce sex disaggregated data.	CEO, CDO, HO Villager secr Property Officer, Shack dwellers assoc	- In Grootfontein rent is subsidised in some cases for pensioners and PWD - Local Authorities do not give housing subsidies to community members. - These are available only for municipal employees.	- Sex disaggregated data and statistics. - Lobby relevant authority around housing subsidies for women.	Sept 2008	
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.	Technical services NABTA	There is a lack of statistics and data for public transport users.	Statistical data	Sept 2008	
	Taxi and bus stations and stopping points to be regulated in order to make travelling safe for all people, especially women and children. Conduct a study around public transport stopping points.	Technical services NABTA CDO	- Local Authorities have not done any studies in this regard. - There is currently no regulation in this sector.	- Study conducted - Regulate the sector	Sept 2008	
	There should be effective policing to ensure that taxis comply with safety standards and laws, including that they	CEO LADC Safety and Security	- Traffic officers (NAMPOL) are responsible for policing the public transport sector and	Lobby central government to institute a 6 month roadworthy rule, if not currently in place	Sept 2008	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	be registered and that they go for regular roadworthy tests.	comm., NABTA, Traffic officers	roadworthiness of public transport. - Taxi registration is done by central government.			
	Taxis should issue receipts with registration numbers thereon for long distance travel.	CDO, Technical services NABTA	Some taxis issue receipts for long distance travel.	- 1 or 2 consultation with commuters - 1 or 2 meetings with NABTA	August 2008	
	Taxis should be made safer, with standard safety features	Technical services NABTA	Taxis do not have any standard safety features.	- 1 or 2 meetings with the taxi association about safety features. - Roadworthy and safe taxis	August 2008	
	Lobby for legal taxi's to be one colour so that they are easily recognisable. Involve commuters in lobbying for this change.	Min of Transport, Cllrs, Technical services CDO, Traffic officers / NAMPOL Road authority	- At the moment, taxis are not easily recognisable and this has implications for the security of commuters. - In some Namibian towns, there have been instances of crime linked to taxis.	- Lobby NABTA - 1 or 2 consultation meetings with commuters	August 2008	
	Establish a committee to give advice to NABTA and councils	Technical services PRO	There is no advisory committee at the moment.	Advisory committee	August 2008	
	Pedestrian safety, especially in informal settlements.	Technical services Road authority CDO	- Most streets in formal settlements have sidewalks for pedestrians. - As informal settlements are temporary settlement areas, they do not have sidewalks. - Police and traffic officers should have the numbers on pedestrian deaths. - In Grootfontein, technical	- Speed humps near public schools, clinics and before pedestrian crossing. - Road safety awareness programmes in schools by traffic officers and teachers. - 1 road safety campaign to target informal settlements.	August 2008 – ongoing	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
			services are negotiating with the road authorities to set up robots at the main pedestrian crossings.			
To empower women to participate in the male-dominated transport sector.	Gather sex disaggregated data on who owns and drives taxis.	Tech serv Road authority CDO, NABTA	Local Authorities do not have information on who owns and drives taxis, but taxi associations might.	Sex disaggregated data on taxi ownership	August 2008	
	Train women to drive and own taxi's and get women on taxi associations.	Technical services NABTA	<ul style="list-style-type: none"> - There are female taxi owners and drivers, but there are no official statistics. - The view is that there are already a lot of women taxi owners. 	<ul style="list-style-type: none"> - Data on the number of women taxi drivers and owners - 20% increase in women taxi owners and drivers 	<i>June 2009</i>	
Water, sanitation and electricity						
To ensure that women, who are disproportionately affected by inadequate service delivery, are provided with affordable access to basic services	Provide affordable services to poor households. Council should respond to calls for information by those who cannot afford services and where possible subsidies should be provided.	Mayor CEO Technical services	<ul style="list-style-type: none"> - Local Authorities currently provide services such as water and electricity to communities. - In Grootfontein and Tsumeb, water is more affordable than electricity. As a result, electricity is now a luxury. - Grootfontein and Tsumeb subsidise the provision of basic services to pensioners and people with disabilities. 	<ul style="list-style-type: none"> - Customer satisfaction survey on basic services provision - All local authorities to lobby central government to be able to provide subsidies to more groups such as child-headed households. 	Ongoing	
	Create jobs through awarding tenders, community projects, cash for work and training for women in this sector.	HR Tender Board	<ul style="list-style-type: none"> - Women are being employed in the water, sanitation and electricity sectors. - Exact numbers are not 	<ul style="list-style-type: none"> - Data on tenders awarded to women - 50% women representation sector 	<i>July 2009</i>	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
			known evidence suggests that women are under-represented as employees.			
	Ensure that women are consulted prior to the provision of services.	CDO, Cllrs Technical services PRO	<ul style="list-style-type: none"> - Local authorities hold community meetings, once per trimester. - These meetings do not specifically target women. 	2 consultation meetings per quarter with women	Oct 2008	
	Align services to the needs of women. Conduct a needs analysis amongst women	Cllrs, CEO, GFP	Service delivery targets communities but there is no sex-disaggregated data.	<ul style="list-style-type: none"> - Sex-disaggregated data on provision of services to women - Results of analysis and clarity of women's needs 	August 2008	
	Involve women in the management and maintenance of these services and facilities.	CEO, GFP Cllrs, Technical services	Women are currently not involved in maintaining these services and facilities.	50% community women to be involved	July 2009	
Environmental health						
To involve women, as key stewards of the environment, in environmental preservation projects or making business ventures from the environment.	Create an environment committee in which women and men are equally represented.	EHO, CHO, LADC	Local Authorities do not have environmental committees.	<ul style="list-style-type: none"> - 1 environmental committee per local authority - 50% women representation on committee 	Oct 2008	
	Increase the frequency of refuse collection. Consult community	EHO, Envir Off, CHO, Technical head Solid waste officer	Most local authorities have their refuse collected once per week.	<ul style="list-style-type: none"> - Refuse to be collected twice a week. - 2 consultation meetings with communities on this issue. 	July 2009 - ongoing	
	Provide and maintain public toilets.	Technical services, CHO, EHO, CDO	<ul style="list-style-type: none"> - Grootfontein has 1 public toilet in town and 2 in the location, 2 in informal settlements and 4 in the single quarters. Two of these toilets are privatised and maintained by private companies. 	<ul style="list-style-type: none"> - 2 public toilets in each town - Minimum of 6 dry toilets in informal settlements - Daily maintenance of these toilets - 50% increase in number of staff maintaining toilets in Okahandja. 	July 2009 - ongoing	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
			<p>There are people employed (10) by the Council to maintain the rest of the toilets.</p> <ul style="list-style-type: none"> - Tsumeb has 1 public toilet in town, 5 in the location. 5 people are employed to maintain these toilets. - Otavi has 1 public toilet in town, 2 in the location, 2 in the single quarters and 4 in informal settlements. 6 people are employed to maintain the toilets. - Okahandja has 1 public toilet in town, 2 in the location (SME courts), - Okakarara has no public toilets. 			
	Develop a gender sensitive solid waste management policy.	Mayor, CEO Finance dept, HR	Local authorities do not have a gender sensitive solid waste management.	A gender sensitive waste management policy.	Feb 2009	
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.	EHO, CHO, CDO	Women have not been consulted on solutions to waste removal problems.	<ul style="list-style-type: none"> - 2 consultations per quarter - Waste removal solutions 	Oct 2008	
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.	Technical head, CHO, EHO	<ul style="list-style-type: none"> - There have been no studies/ surveys conducted on the needs of women around cemeteries. - Grootfontein has employed 7 women to clean cemeteries. 	<ul style="list-style-type: none"> - Customer satisfaction survey - Quarterly consultations with communities, especially women 	Oct 2008	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
			<ul style="list-style-type: none"> - Okahandja has 8 (3 females) employees to work in the cemeteries. - Tsumeb has outsourced the maintenance of cemeteries. - Otavi has two employees and both are men. 			
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.	CEO HIV focal person HIV coordinator	Local authorities do not have the current statistics on HIV and AIDS.	Sex disaggregated data	Oct 2008 – ongoing	
	Develop gender aware HIV and AIDS public education and awareness campaign. Review of HIV and AIDS awareness campaigns.	Line ministries HIV FP HIV coordinator RACOC ALAN AMICALL	<ul style="list-style-type: none"> - Municipalities do have gender aware HIV and AIDS campaigns at present. - Currently, municipalities have 1 campaign per quarter (incl. one on 1 Dec). 	<ul style="list-style-type: none"> - 200 minimum attendance per campaign - Gender aware and updated education and awareness campaigns 	Annually	
	Advocate for and promote the female condom and so that women have free access to them.	Ministry Health, HIV and AIDS FP	<ul style="list-style-type: none"> - In Otavi, the female condom is not as available as the male condom. - In Okahandja, Tsumeb and Grootfontein female condoms are available at health clinics, VCTs and public hospitals. - In all these health facilities and at councils, female condoms are available free of charge. 	<ul style="list-style-type: none"> - All local authorities to provide female condoms at various health facilities. - Quarterly education campaigns targeting women on the use of the female condom. 	Ongoing	
	Gender sensitive sex	Ministry of	Current curriculum includes	All primary, high and tertiary	Ongoing	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	education in schools.	Education Line ministries	sex education.	institutions to continue with sex education.		
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.	Mayor HIV AIDS coordinator HIV AIDS committee	Local authorities have participated in awareness campaigns in the past.	All municipalities to continue participating in awareness campaigns	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.	Ministry of Health RACOC HIV/ AIDS coordinator HIV /AIDS FP	<ul style="list-style-type: none"> - PEP is readily available in clinics, public hospitals and VCT centres. - There is not a lot of information on this. 	<ul style="list-style-type: none"> - All health facilities to continue distributing PEP - 2 campaigns per year targeting both women and men on PEP 	Oct 2008- 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/ AIDS coordinator HIV /AIDS focal person NGOs	<ul style="list-style-type: none"> - Local authorities do not have this information. They are depending on the ministry of health to provide this information. - The view is that more women than men test for HIV. 	<ul style="list-style-type: none"> - Sex-disaggregated data on VCT - 30% increase on men testing for HIV - 3 education campaigns targeting men - Ongoing campaigns targeting women to test 	Oct 2008 - ongoing	
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/ AIDS coordinator HIV /AIDS focal person	<ul style="list-style-type: none"> - Local authorities do not have this information. - They are depending on the Ministry of Health to provide this information. 	Sex disaggregated data	Oct 2008	
	Facilitate access to ARV's for women and men and keep sex disaggregated statistics on uptake.		<ul style="list-style-type: none"> - Councils assist in mobilising the community and employees of the council. - Local authorities do not have the data on the number of people in their 	<ul style="list-style-type: none"> - Sex disaggregated data on the access of ARVs in the different constituencies and districts. - Lobby Ministry of Health to increase the number of people receiving treatment 	Oct 2008 – ongoing	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
			localities who are on ARVs.	by 30%		
Care						
To facilitate improved 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.	Campaign for care work to be recognised and remunerated.	Mayor GFP HIV/AIDS coordinator	<ul style="list-style-type: none"> - Care work is included in the local authority HIV and AIDS policy. - Most of the care workers are volunteers and so are unpaid. - Others are paid by the Ministry of Health and NGOs. 	<ul style="list-style-type: none"> - Lobby central government and relevant stakeholders to remunerate care workers - Meet with relevant stakeholders on remuneration of care work 	Oct 2008	
	Work with relevant government departments in developing sustainable solutions for OVC's.	HIV /AIDS focal person Line ministries RACOC	<ul style="list-style-type: none"> - Local authorities provide soup kitchens and day care centres to OVCs. - Local authorities have forums that include other stakeholders to discuss OVC and other AIDS related issues. - Grootfontein has given the OVCs a plot to start their own gardening project as well as technical support and they subsidise water and sanitation services for OVCs. 	<ul style="list-style-type: none"> - 20% increase in the number of OVCs supported. - Continuation of the 6 meetings per annum. 	Ongoing	
	Institute gender responsive programmes to mitigate the impact of HIV and AIDS	HIV /AIDS FP HIV/AIDS coord, Line ministries CACOC	Local authorities do have such programmes on HIV and AIDS.	Continuation of these programmes	Ongoing	
	Council to make a link with AMICALL.	ALAN HIV and AIDS FP	The link with AMICALL already exists.	Maintain relationship with AMICALL.	Ongoing	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	Facilitate improved access to social grants for OVC's Obtain information on OVCs and caregivers accessing grants	Ministry of Health, Line ministries, HIV/AIDS FP, HIV/AIDS coord	The Ministry of Health and the regional office will have these statistics on child-headed households	Data on OVCs and caregivers accessing grants 50% increase in the number of OVCs accessing grants	Feb 2009	
	Facilitate support groups and counselling for caregivers.	HIV/AIDS FP, HIV/AIDS coord, NGOs, FBOs	- Local authorities do have support groups, although numbers of these are unknown. - These are mostly initiated by local NGOs.	- Minimum of 10 people per support group. - Directory of support groups in each locality.	Feb 2009	
	Volunteers to provide care to free up caregivers who viable to participate in the economy.	HIV/AIDS FP HIV/AIDS coordinator NGOs	There are volunteers currently involved in the care work sector.	- Stats on care workers in each local authority. - 20% increase in the number of volunteers involved in care work	Feb 2009	
	Involve men in HBC.		There are no AIDS programmes that are targeting men at the moment.	- 1 or 2 awareness campaigns to target men per quarter, per municipality. - 20% increase in number of men who are caregivers.	Feb 2009	
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.	CDO HO	- Currently information on usage of facilities is obtained from the number of bookings made. - There is no disaggregated data on the use of these facilities.	Sex disaggregated data on the use of community and sporting facilities.	Sept 2008	
	Lobby Ministry of education to ensure that every library has a section on women's	Ministry Education, PRO,	In Otjiwarongo and Grootfontein there is a section in the Library on	- All libraries should a section on women's literature - Continue support of	Ongoing	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	literature.	Library council	gender issues	libraries and lobby for libraries in each town		
	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.	HR, MSRC, CDO, GFP, Sports Officer, GFP	<ul style="list-style-type: none"> - Grootfontein has social leagues, an under 15 soccer team, ladies soccer and cultural groups. - Tsumeb has U15 women's soccer and basketball teams - Okahandja has an under 15 soccer team. 	<ul style="list-style-type: none"> - Increased number of women specific sports programmes - Increased participation of men and boys in cultural programmes 	Ongoing	
	Organise events and displays that celebrate 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.	GMSC, GFP, CDO	<ul style="list-style-type: none"> - There are programmes that exist but they are not gender sensitive and do not seek to specifically challenge stereotypes. - Tsumeb Copper Theatre Group 	Gender sensitive programmes	March 2009	
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.	Cllrs, GFP, CDO, Churches, Traditional leaders, CBOs	The Ministries of Health and MGECW have this information on programmes on parenting responsibilities. However, local authorities can access it, if they need to.	<ul style="list-style-type: none"> - 2 awareness programmes on parenting per local authority - Local authorities to develop their own material on parenting responsibilities 	March 2009	
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.	Mayor, HR, CEO, Gender Focal point	Not enough has been done to prioritise gender equity in the employment practices of the council.	<ul style="list-style-type: none"> - 50% women in all areas of employment by 2015 - Lobbying efforts for increment for legislated quota system or zebra list - Affirmative action implemented 	2010-2015	N/A
	Address gender imbalances in departments – increase	CEO, HR manager	Current gender statistics show that men dominate in	50% women employed by the council in all departments and	ST - 2009 LT - 2015	ongoing

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	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.		all areas of employment, especially management, within councils approx 10% -30% women and 70%-90% men	management positions		
	Include women's targets as a component of senior manager's contract.	HR Manager, Mgmt committee	Chairperson of Management Committee is guided by the Affirmative Action Plan and Gender Policy to ensure that targets are met	Senior managers contracts		
	Align the work place skills Plan to the Affirmative Action plan.	CEO and HR	Work has been done in this area through progress report which are submitted to the labour equity commissioner	Affirmative action committee will evaluate and submit reports	2008- Annually	
	Obtain buy-in and support of the unions for increased gender equity in the employment profile of the council.	HR, CEO, Shop stewards	Unions have not been approached and included during the process of drafting a gender policy	Number of meetings and decisions taken with the involvement and participation of union members	During interviews from 2009- ongoing	
To ensure that the recruitment and selection process offers equal opportunity to women.	All job advertisements should encourage women to apply.	CEO, HR and MC chairperson	Currently women are not specifically encouraged to apply for jobs hence the imbalances	<ul style="list-style-type: none"> - Men and women are all encouraged to apply and compete for positions - 50/50% women applying for positions 	2009/2010	
	After the establishment, contribute to ALAN's data bank of possible women candidates.	ALAN	Databank not established yet	Contributions to databank	Jan 2009	
	Selection panels should be gender balanced.	HR, chairperson of mgmt committee	Selection panels <ul style="list-style-type: none"> - Grootfontein 1/6 - Tsumeb 1/4 - Okahandja 2/4 - Otjiwarongo – not fixed but usually balanced - Otavi – mostly men 	Gender balanced representation on selection panels.	Next interview in 2008	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
			- Okakarara – not fixed			
	Gender sensitive selection policies should apply at all time:	HR, interview panellists	- Interview questions do not discriminate against women. - Currently no clear guidelines on questions to be gender sensitive	- No discriminatory approaches during selection and interviews - Guidelines regarding selection processes developed. - 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.	2008-Ongoing	
	Develop comprehensive employment equity plans.	CEO, HR	Councils have HR policies which include provisions on affirmative action	HR/ EE Policy adhered to and monitored and reviewed.	2008-ongoing	
	Apply job preservation policy to meet women's targets.	HR, CEO	There is no job preservation policy	HR/EE policy to include provisions on job preservation	2009-2010	
	Incorporate gender into structure system policies and processes.	HR and CEO	There is no gender policy in place	Gender policies for sensitive structure and systems	2009-2010	50,000 N\$
To educate and train women employees, who have previously been disadvantaged, by implementing capacity-building and mentoring programmes so that they may be empowered to perform their job functions and map their intended career paths	Council should have a staff development plan and this should be adequately planned and budgeted for.	HR,CEO, Finance Manager	- There are staff development plans but they are not gender specific - Provision of training in the budgets are general	Upgrade and empower all women employees	2010-2015	300,000 N\$
	Succession and staff development plans should have a specific focus on upgrading the skills of women and their promotion to senior decision-making positions.	HR, Dev planner	Some councils (Grootfontein, Otjiwarongo and Okakarara) do have staff development plan, other do not	- Full implementation of succession plan - Revision of existing plans	2008-2015	
	Undertake a skills/	HR, CEO	Councils have done or are in	Results of the skills audit report	2009-2010	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	qualification audit and assessment of all municipal employees.	and MC	the process of conducting skills audits	and action be taken accordingly.		
	Devise and implement a range of capacity-building options for employees and councillors.	HR, Line Ministry, ALAN	What kinds of capacity building options exist already? Workshop, seminar and training attendance of employees and councillors	What is the indicator? How will this be measured? Skills audit report. Can be measured through performance assessments/appraisals	2008 ongoing	
	Mentoring new councillors and employees.	CEO, HR, line ministry, NGOs, ALAN, Council	Induction training workshops are conducted through partnership agreements amongst LA's	Decision making, efficiency and effectiveness of employee performances	2008 - ongoing	5%
	Provide information to councillors, CBOs and community members.	PRO, CDO	Town profiles, brochures and mission and vision statements	Number of materials that have been distributed.	2008 - On going	
	Increase the number of learnerships available for girls.	HR, PRO, Finance Manager, Mayor, CDO	Currently learnership programmes are general with no focus on girls	<ul style="list-style-type: none"> - All Councils should increase learnership programmes for girls - Host career exhibitions - Junior councils established in each council 	2008 ongoing	
	Identify skills needs among communities and skills gaps in key economic sectors.	PRO,LED officer, CDO	Survey done focussed on unemployment and skill needs by the Ministry of Labour	Survey results	2007 ongoing	
	Develop targeted skills development programmes.	CDO,HR, LED officer	There are no specific development skills programmes existing ones are general	Adopt targeted skills and development programmes	2009-2010	
	Facilitate women's entry to skills development programmes.	CDO,HR, LED officer	There have been no specific programmes to facilitate women's entry to skills development	50% involvement of women in development programmes	2009-2010	

Work conditions and environment

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
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.	HR, NALAO, ALAN	Labour Act and Social Security Act provide for maternity leave	<ul style="list-style-type: none"> - Three months full maternity leave through the contributions of both local government and Social Security. - The discussion of the amended Labour Act by Parliament making provision for 6 months maternity leave and 100% payment of monthly wages for women 	2008	
	Provide and standardise paternity leave and accompany this with a programme on responsible fatherhood. Possibly consider shared maternity and paternity leave	Parliament	There are currently no provisions for paternity leave and programmes around responsible fatherhood in our councils	One month paternity leave	2008	
	Meetings times should take the needs of all employees into consideration and not run too late.	CEO, Mayor, chairperson of MC	There is no policy on meeting times, decisions are based on consensus.	Agreement that meetings do not go beyond 17h00		
	Provide child care facilities for municipal employees.	HR	Currently there are no child care facilities available for municipal employees	At least one child care facility in every building	2009/2010	
	Provide flexible work arrangements for parents.	HR, Mayor, CEO	There are no flexi time arrangements currently but this based on mutual understanding with manager	Flexi time included in workplace policy		
	Act upon employees who are not making maintenance payments.	HR, Finance	Affected person needs to make arrangement with HR on Garnishee order	<ul style="list-style-type: none"> - Verify with the pay roll - All garnishee orders complied with 		
	Conduct awareness programmes on parenting responsibilities.	GFP	There are no such programmes or official responsible for that	2 programmes per year focussing specifically on men		
	Support and expand crèches.	CDO	Crèche facilities are mostly	Feasibility study conducted		

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
			based at churches, NGO and privately owned			
Address issues of sexual harassment in the council.	Develop and implement a sexual harassment policy (SHP) including a code of conduct to ban the use of sexist jokes and language.	HR, Mayor, CEO	There is no sexual harassment policy in existence and no code of conduct banning sexist language and jokes but there is a need for these to be developed	<ul style="list-style-type: none"> - Implementation of the Sexual harassment policy - Cases lodged and disciplinary action taken - Decrease in sexist jokes and language 		
	Workplace education and awareness on the SHP	GFP	No such awareness programmes have taken place	Number of meetings held on the topic		
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.	CEO, Mgmt committee	The current mission and vision statement is general but it does not advocate on equal opportunities for all without specifically mentioning gender.	<ul style="list-style-type: none"> - Gender aware visions and mission - Sensitisation of community members on the objectives of council. 		
	Conduct surveys prior to planning to determine the needs of both women and men.	CEO, CDO	No such surveys have been conducted in the past and need to be considered in future	Gender aware survey conducted.		
	Consult with both women and men when drawing up plans.	CEO, Mayor	Consultations take place through community meetings	Entire community involvement in planning	weekly, bi-monthly, quarterly	
	All units and departments should include gender indicators in their business plans.	CDO, GFP, EDO	None of the units/ departments in the council use gender indicators in their business plans	All business plans to include gender indicators	209/2010	
	Councils should administer customer satisfaction surveys that are disaggregated and analysed according to gender.	CDO, GFP	There has been no customer satisfaction surveys conducted in the past but there is provision of suggestion boxes and community meetings	Surveys conducted accordingly	2009/2010	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
Gender structures						
To establish structures that constitute the gender machinery and to ensure that they have the authority to carry out their work and to obtain the commitment of all managers.	Council should have a gender focal person in the office of the CEO.	GFP	Currently no work has been done in the establishment of structures;	GMS established, vested with authority, strategy, plan and resources.	2009/2010	
	Recruit/appoint gender focal person.	HR, MGECW, ALAN, NALAO	There is currently no gender specialist, focal person or unit in LA's structure	- Lobby MGECW for assistance of the GFP - GFP appointed/ Unit established	2009/2010	
	The gender coordinator should be assisted by gender focal points in all departments, together comprising the gender management committee.	CEO, HR	Currently no work been done on the establishment of structures;	- GMS needs established, - Vested with authority, - Strategy, plan and resources.	2010	
	Senior managers must take ultimate responsibility for gender mainstreaming within the administration.	CEO	There is currently no gender programmes being implemented	Responsibility rests with senior management	2010	
	Gender to be written into the job description and performance agreements of senior managers and GFP.	CEO, HR, Unions	Gender has not been written into the performance agreements of senior managers and GFP	Accountability on gender through PAs.	2010	
	Gender should be a standing item on the agenda of management committee meetings.	Chairperson of MC, CEO, GFP	There is no such an item on the management committee meeting agenda	Management meeting agenda	Sept 2008	
	Establish a gender committee comprising councillors and other stakeholders to ensure political oversight for gender mainstreaming in the work of local government.	Mayor and CEO and GFP	There is no committee in Council responsible for gender	Gender equality committee established.	2009	
	Contribute to best practices to be disseminated by ALAN	Mayor, GFP	Network platform need to be established	One submission	Every year starting 2009	
	Form a multi party women's caucus.	Clrs, ALAN, NALAO	Elected women forum	Women's caucus forums established on regional levels.	2009 February	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	Prepare Terms of Reference for gender machinery, and clarify reporting procedures.	GFP	No gender focal points have been appointed / TOR drafted	- GFP appointed - TOR for GFP developed	2009/2010	
	Publicise the establishment of the gender machinery.	PRO, GFP CDO	There is currently no GMS	When GMS is established it will be publicised and measured with indicators and regular monitoring and evaluation	2009/2010	
	Gender machinery to prepare their own strategic plans.	CEO, GFP	There is no GMS and therefore no strategic plan	On establishment of GMS Strategy and action plan adopted	2009/2010	
	Establish linkages with gender machinery in other municipalities.	PRO, GFP	No linkages have been established	GMS Network established	2009/2010	
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, Finance manager, GFP	There is no sex disaggregated data	All statistics disaggregated by sex.	2009/2010	
	Gender indicators to be formulated for each department/ programme and HR management.	HR, CEO, GFP	There are no gender KPIs in the Council scorecard	Gender KPIs integrated into all departments and programmes as well as HR management	2009/2010	
	Ensure that women and men participate equally in public consultations on planning and budgets.	PRO, Finance manager, GFP, MC chairperson	Consultations take place at meetings where community members are met by council and administration HODs , both women and men are represented	Participatory consultation on budgets and monitoring and evaluation take place where men and women are well represented	2009/2010	
	Conduct a gender analysis of the municipal and departmental budgets to ensure that expenditure responds equally to the needs of women and men.	Finance manager, GFP, CEO	There are no direct or indirect budget allocations for advancing gender equality	- Allocations for advancing gender equality. - Indicators to measure this	2009/10	
	Recommend resource allocation (specific budget line) for initiatives that will	CEO, GFP, HIV/AIDS focal	The action plan has not been costed	Costing of this action plan need to be budgeted for.	2009/10	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	promote gender equality, including fighting gender violence and HIV and AIDS).	person, Finance				
	Ensure that departments allocate resources to gender priorities.	GFP, CEO, finance manager	No departments allocate resources to gender priorities.	Allocation of resources according to gender priorities	2009/10	
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.	HR, GFP, CEO	Councils represented at the Gender links workshop	- 3 workshops per year - Across the board of council and staff members	2008	
	Liaise with service providers to provide training programmes.	HR, PRO and CEO, ALAN, MGEWCW	Training has only started now 2008	3 training workshops per year	2009-need to be ongoing	
	Facilitate training programmes among councillors, officials and community groups.	ALAN, line ministry, MGEWCW	No training has been done for councillors, officials and community groups	Councillors, Officials and community across the board trained	2009/2010	
	Ongoing mentorship and support through linkages with civil society.	HR, PRO, ALAN	No such programmes exist	All councillors and officials involved in such programme	2009/ongoing	
	Assess impact of training.	HR, GFP	No impact assessment of training has taken place	Impact assessment	2009-2010	
	Gender sensitivity training for both male and female councillors	ALAN, NGOs	Gender links workshop	Councillors, officials and community groups trained	2009-ongoing	
	Gender analysis training for councillors and staff with specific gender mainstreaming responsibilities.	NGOs, MGEWCW	No gender analysis training has taken place	All councillors, officials and community groups trained	2009-ongoing	
To raise awareness on gender issues and challenge the belief that gender is a "women's issue".	Compile a calendar of special gender events and campaigns. Engage in campaigns to raise the profile of gender eg Women's Day;	PRO, GFP	- Women's Day; - Sixteen Days campaign.	On the number of attendance	2008-ongoing	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	Sixteen Days campaign.					
	Prepare pamphlets, advertising, posters, logo etc.	PRO and GFP	Information is being obtained from the gender ministry and NGOs	<ul style="list-style-type: none"> - Availability and provision of information materials - Printing gender sensitive messages on bills 	2008/2010	
	Run competitions, sporting activities that challenge stereotypes.	PRO, GFP, Youth sports admin	No activities have been done.	Competition being held aimed at challenging stereotypes.	2009-ongoing	