



Empowering Women – Ending Violence

Review of the Namibia Project



Magdalena Nambinga from Outapi receiving a certificate as a runner up in the category of emerging entrepreneur at the National gender summit in Windhoek. Photo: GL.

http://gemcommunity.genderlinks.org.za/gallery/main.php?g2_itemId=52511

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1. EXECUTIVE SUMMARY

Gender Links (GL) set out in 2013 to implement a programme of life skills and entrepreneurship development training for survivors of gender based violence (GBV). The underlying premise was that economic dependence perpetuated GBV for women and therefore conversely economic independence could reduce the scourge of abuse. There was however very little research available which linked the two what was globally recognised was that women were more likely to remain in abusive relationships if they viewed themselves economically dependent.

The aim of programme was therefore twofold; provide survivors of GBV with life and entrepreneurship skills to provide them with alternative choices to economic dependence and to test the hypothesis that economic independence can reduce GBV.

Parallel was the need to more forcefully promote economic justice for women through the facilitation of economic mainstreaming at the level of Centres of Excellence in the Local Government (COE) programme run by GL. The project was initiated in 10 SADC countries, for 101 councils, as a pilot programme to train 1500 survivors of GBV, 150 per country. To this end GL extended the 10 stage COE programme to 16 stages and integrated economic justice into the COE project in 10 councils in Namibia. In addition three manuals were produced and a robust monitoring and evaluation framework, known at GL as Results for Change, was conceived to ensure that baseline and follow up data would be collected and analysed. Women were selected through the COE councils and participated in the collection of research data and the training programme and workshops. The project was run in the 10 countries and trained 1350 women.



Participants taking a group photo during Flow Review Project in Tses in Namibia in 2015. Photo: Veronica Hambili._
http://gemcommunity.genderlinks.org.za/gallery/main.php?g2_itemId=56349

The programme was completed in the first half of 2015 and the follow up qualitative and quantitative research carried out in the second half of the year to give women time to consolidate their personal and economic agency after the training was completed.

Key results from the pilot in Namibia include:

- 156 women started the programme and 128 completed phase three.
- 95% completed a business plan; 89% followed through on the plan.
- 51% grew their businesses and 39% added new products; 38% found new markets.
- 50% started a business and 39% opened a bank account.
- The average increase in income per month for the Namibian participants rose from R105 to R611.

- 60% indicated a positive change in their financial status after the programme.

One of the most important factors in the determination of increased personal agency is the changes in perceptions of gender equality. Gender attitudes are measured by the Gender Progress Score (GPS); at 65% the participants GPS score in Namibia is higher than the community GPS score (60%) after the project. This shows a higher level of gender awareness on the part of participants, but the need for more work within some councils. In excess of 80% of the women indicated that they had experienced less or much less violence since doing the programme.

In Namibia the project ran in 10 councils; Outapi, Oshikuku. Ongwediva. Walvis Bay, Windhoek, Tses. Grootfontein, Berseba, Outja and Otavi. A total of 156 women started and 128 completed the project in Namibia.

The results have shown at a number of levels the integration of life skills and entrepreneurship development training has benefitted survivors at the individual and close relationship levels of agency and power through the building of personal and economic agency. This has been demonstrated by increased levels of self-confidence, self-esteem, relationship control and reduction in GBV. The number of businesses owned and run by the women increased overall and the increased income improved in many cases the ability for women to negotiate better relationships with partners and to earn respect in their communities.

The role of the councils in the programme has had mixed results in terms of the aim for councils to embrace the ongoing support of the women in their councils for long term growth and economic empowerment. This will need to be addressed further as a part of the cascading and sustainability of the COE programme going forward. Backstopping, peer learning and interactive support between councils to influence policy and integrate economic mainstreaming; will be a key focus with local governments and as part of the their GBV action planning going forward.

Namibian context

A map of Namibia showing its 14 regions. The regions are color-coded and labeled: Kunene (green), Erongo (pink), Otjozondjupa (purple), Kunene (green), Erongo (pink), Otjozondjupa (purple), Kunene (green), Erongo (pink), Otjozondjupa (purple), Kunene (green), Erongo (pink), Otjozondjupa (purple), Kunene (green), Erongo (pink), Otjozondjupa (purple). The map also shows neighboring countries: Oshana, Omusati, Ohangwena, Oshikoto, Kunene, Erongo, Otjozondjupa, Kunene, Erongo, Otjozondjupa, Kunene, Erongo, Otjozondjupa, Kunene, Erongo, Otjozondjupa. The map is credited to 'www.namibia101.com'.

The Namibian Constitution came into effect on the 21st of March 1990. The Namibian Constitution is one of the few Constitutions in the world that uses gender-neutral language and is also deemed

The Namibian political system post liberation is a bicameral parliament. The first women's quota was established in the Local Authorities Act of 1992, which stipulated that in the elections of local authority councils with ten or fewer members, there had to be at least two women on party lists. On the lists of parties in elections to councils of eleven or more members, at least three had to be women. In 1997, these figures were increased to three and five, respectively, and in 2002 this rule was adopted as applicable to future elections.

In August 2013, the South West African People's Organisation (SWAPO), which is the ruling party in the National Assembly, adopted a 50 per cent gender quota which shall apply to all the national and regional structures of the party. The 2014 election saw 48% women in the nation Assembly, 41% of the seats. In 2012, 'Namibia is excelling at 42% because most of the issues that are addressed at the local level are bread and butter issues. It is easier for the countries in SADC to reach 50% in local governance and women's play in politics and democracy.

The Namibian NGO Forum Trust (NANGOF) is the focal point for the Gender Protocol Alliance in Namibia. The Alliance is a coalition of NGOs that was formed in 2005 when the campaign for adoption of the Protocol shifted from signing to ratification to lobbying. The Alliance was reorganised in order to be effective in monitoring and promoting the implementation of the Protocol. The main networks is to:

- Organise and mobilise around monitoring the implementation of the SADC Gender Protocol, using various tools such as the annual SADC Gender Report.
- Develop gender champions at national level for advocacy and implementation of the SADC Gender Protocol.
- Organise thematically as a strategy to link to regional level and global level campaigns.



Director of **Nangof** Ivin Lombard doing official opening National summit in Windhoek. Photo: Veronica Haimbili. 2015. http://gemcommunity.genderlinks.org.za/gallery/main.php?g2_id=52466

- Launch advocacy campaigns around hot button issues such as 50/50 campaign for increasing women's representation, GBV campaigns as well as the campaign for an Addendum to the SADC Gender Protocol on gender and climate change.
- Gather and document good practices that demonstrate the SADC Gender Protocol @ Work. There were 14 village workshops in Namibia and one country-level meeting in 2014. Almost half of the beneficiaries were male (344).

Namibia participated in the life skills and entrepreneurship programme for survivors of GBV as an extension of the COE programme from 2013. Ten council's participated and 128 women were trained. This has been run in Outapi, Oshakati, Ongwediva, Oshikuku, Walvisbay, Windhoek, Tses, Berseba, Grootfontein, Otavi, Outjo, Oshikuku, Ongwediva, Walvisbay and Windhoek.

In addition to the training, the programme aims to enhance the body of knowledge of the link between GBV and economic dependence; through the administration of both qualitative and quantitative research both as baseline and follow up studies; which explore the understanding and experiences of gender relations, GBV and economic status of survivors. This is done through the collection of personal accounts of GBV (I stories) and the completion of a Gender Empowerment Index survey form before and after the programme.

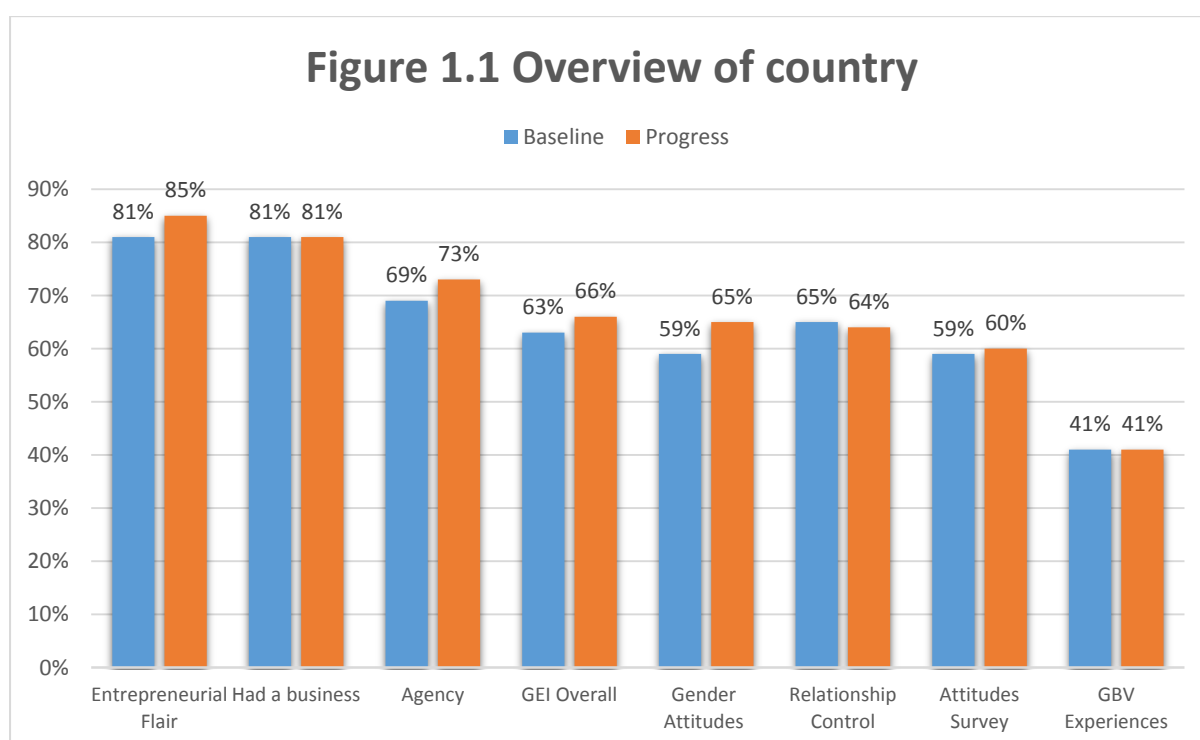


Figure 1.1 is an average quantitative measurement of the different sections of the GEI. Namibia increased personal agency by 4% (from 69%). Entrepreneurial flair which measures personal perceptions of business experience and acumen has scored high (81%) in Namibia and increased (85%) as result of the project. Relationship control however, dropped by one percent. This will be interrogated further in this report together with personal accounts which demonstrate that many of the women when asked in an interview spoke of gaining respect in their families and with partners which led to reductions in GBV.

Whilst not undertaken as yet in Namibia, Gender Links has conducted baseline research of violence against women in 6 SADC countries which provides insights into the prevalence and types of GBV experienced in the region.

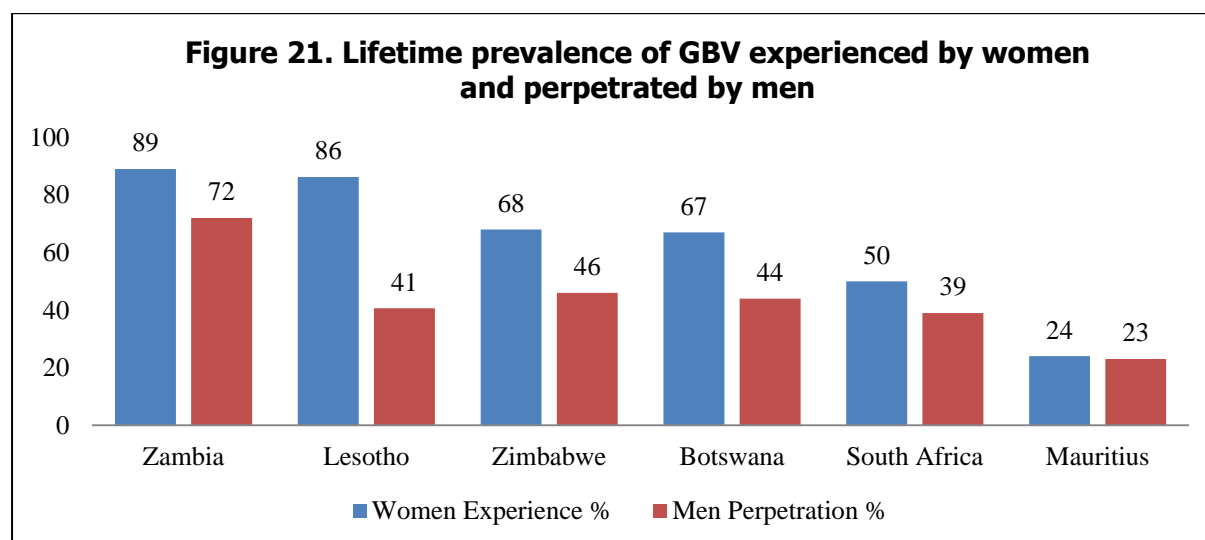


Figure 2.1 provides a summary of the findings of GL baseline studies on Violence against women in these countries. The study found high levels of GBV in six countries; 89% of women in Zambia's four districts of Kitwe, Mansa, Kasama and Mazabuka; 86% of women in Lesotho, 68% of women in Zimbabwe, 67% of women in Botswana; 50% of women in Namibia's Gauteng, Western Cape; KwaZulu Natal and Limpopo provinces and 24% of women in Mauritius have experienced GBV. A higher proportion of women compared to men reported GBV experiences in all six countries.



Not unsurprising GBV in Namibia has also been acknowledged as a serious problem. According to a police report, the most prevalent crime between January and April 2013 was rape, with 122 reported cases. According to a report by UNAIDS, there were approximately 1075 reported cases of rape nationwide for the years 2009-2012. However, the actual number of rapes and other incidents of GBV is likely much higher as victims often choose not to report the crimes. This due to fear of reprisal from the perpetrator, family pressure, self-blame and/or societal stigma and discrimination. Women and girls are

overwhelmingly targeted by rape accounting for 92% to 94% of complainants in reported rape cases. Furthermore, one third of rape victims are below the age of 18 and approximately 30% of young women report their early sexual experiences prior to age 15 as forced.¹

¹ <http://www.unaids.org/en/resources/presscentre/featurestories/2014/april/20140402namibia>

The most pervasive form of GBV in Namibia is domestic violence perpetrated by an intimate partner. The vast majority of victims of domestic violence are women (86%) and most of these crimes are perpetrated by men (93%).² Whilst updated information is not available it is the intention of GL to undertake baseline research of violence against women in Namibia as a framework for ongoing activities to end GBV in the country when funding is available.⁴

Gender Links in Namibia

Gender Links is a not for profit organisation incorporated under Section 21 of the South African Companies Act. Gender Links has spearheaded the SADC Protocol on Gender and Development which expires in 2015 and has been in the forefront of a post 2015 agenda. In line with this the vision and mission have been aligned to global post 2015 instruments and the review of the post 2015 Gender Links framework.

Gender Links Namibia has a long history of excellent work with partners, ministries and local government which have greatly enabled the work and successes of the Namibian Gender Links (GLN) office. GLN has an active programme currently run by a consultant and intern in the absence of any secure sources of funding for now. Despite a lack of resources GLN has successfully implemented Centres of Excellence in Local Government (COE) in 36 councils and held three district and one national summit in 2015. In addition the life skills and entrepreneurship programme has been run in 10 councils and trained 163 survivors of gender based violence (GBV). The Ministry of Gender Equality and Child Welfare (MGEWCW) mainstreamed gender at the level of the regional governance clusters with the assistance financially from Gender Links.

This process is aimed at integrating the Ministry's Coordinating Mechanism into the regional cluster with GL Namibia. Key to the success of the work in Namibia has been the very strong, supportive and mutual respective relationship between GL and Namibian government departments. The participation and sharing of knowledge and good practice comes to together annually at SADC Gender Protocol@work summits held at both district and national summits in Namibia.

At a regional level the Southern African Gender Protocol Alliance, led in Namibia by NANGOF,⁵ has championed the initial 28 targets of the Protocol across the region and in all nine provinces through the Alliance. The Alliance is now spearheading the campaign for the Post 2015 agenda that includes strengthening the targets of the protocol. Key target areas include women's rights, economic justice and ending gender violence. It is clear that in order to achieve the gender aims of the constitutions Namibia has to move beyond the existence of enabling environment for gender equality to actual implementation.

COE programme summary

The COE programme is implemented at the level closest to the majority of people, local government. The programme is designed to enhance policy implementation, action planning

² <http://sisternamibia.com/gender-based-violence/basic-gender-information/numbers-figures/#Prevalence of GBV in Namibia>

³ <http://sisternamibia.com/gender-based-violence/basic-gender-information/numbers-figures/#Prevalence of GBV in Namibia>

⁴ NANGOF is an umbrella network of NGOs in Namibia, which through the combined resources base of its membership works towards the creation and sustenance of an enabling environment for NGOs, with an emphasis on democracy, poverty eradication and human rights promotion

⁵

and on-site training backed by evidence that informs programme design and implementation.

The COE programme focuses on the mainstreaming of gender in local government through a unique, UN-acclaimed⁶ model in which councils go through a ten stage process to become Centres of Excellence for gender mainstreaming in Local Government. Good practices are shared at annual GL Gender summits at district, national and regional levels. Councils in Namibia are rather unique as municipalities in Namibia are a division of local government that lie one level down from provincial government, forming the primary level of democratically elected government structures in the country.

The COE methodology

The COE model is a ten stage process which is described in the table below:

Stage	Process	Principles
1	Meetings with management and political teams and adoption of COE process.	Political support: Getting buy-in at decision-making level.
2	Undertaking a gender audit of the council.	An evidence-based approach: Conducting a situation analysis that is council-specific and will help to address the needs of that council.
3	Mobilising meeting with council representatives and popularising the SADC protocol on Gender and Development.	Community mobilisation through SADC Gender Protocol village level workshops that familiarise communities with the provisions of the sub-regional instrument and empower them to hold their council's accountable.
4	Inception workshop.	Action planning: Conducting council-specific gender and action plan workshops that localise national and district gender policies and action plans.
5	Action planning workshop	
6	Adoption of the action plan.	Commitment: Getting councils to make a public statement about their intentions with regard to the action plan.
7	Media, campaigning skills.	Capacity building through on-the-job training with council officials and political leaders. Assisting councils and communities to apply these new skills through running major campaigns, e.g. 365 Days to End Gender Violence; the 50/50 campaign etc.
8	IT for advocacy.	
9	Monitoring and evaluation	Tracking: Administration of score cards and other monitoring and evaluation tools that can be used to measure change in the immediate, medium and long terms.
10	Summit	Knowledge creation and dissemination: Working to gather and disseminate best practises, case studies, etc. that can be presented at the annual gender justice and local government summit.

⁶ The COE model is one of seven best practices in mainstreaming gender in Africa featured in a compendium of good practice on gender mainstreaming by the UN Economic Commission for Africa.

GL annually conducts a verification exercise with COE councils as a Monitoring & Evaluation exercise to track the progress of implementation of the process within councils. GL re-administered a Gender Scorecard to track progress.

It is important that Councils play a vital role in the cascading and implementation of the GBV Action Plans for gender mainstreaming and ending GBV. Council contributions show the commitment of Councils to the COE processes in the country. Councils pay their own transport, meals and accommodation to the all the Summits and COE workshops. Since the COE budget allocation could not sustain the work we do in country, there was a call on Councils to meet GLN half way. This has been accomplished. The Councils stepped in by coming up with a sustainability frame work during the district and national summit on the way forward on sustaining themselves.

Gender Links Theory of Change

Context and theory of change

Gender violence remains one of the most telling indicators of gender inequality. Despite the several constitutional and legislative advances to gender equality in the SADC region, levels of gender violence remain exceptionally high in all countries. The ecological model⁷ is a theoretical framework that explains why some of the violence occurs, why some men are more violent than others and why some women are consistently the survivors of abuse.

Understanding the reasons for and the factors associated with the experience or perpetration of gender violence; is a precursor in the design of gender violence prevention interventions. This model considers the complex interplay between individual, relationship, community, and societal factors. This model shows how violence is rooted in women's lack of self- worth and self- esteem at the individual level; compounded by attitudes, traditions and customs at the close relationship and community level; and unresponsive systems and structures at the societal level.

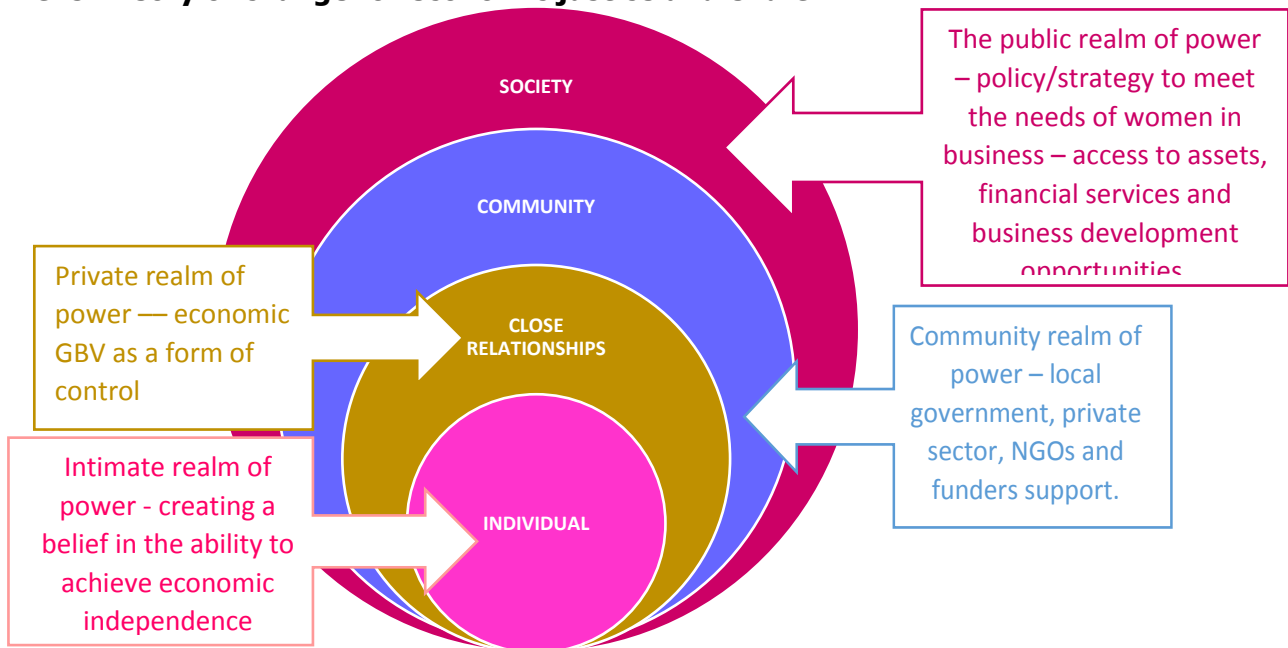
While the model identifies the arenas and the factors that put people at risk for experiencing or perpetrating violence it also locates prevention strategies in a continuum of activities that address multiple levels of the model. GL's Theory of Change (ToC) is premised on the ecological model which assumes that the vicious negative cycle of VAW can be turned into a virtuous positive cycle by working around different initiatives that target all levels of the model from individual to societal.

GL's work in the gender justice programme seeks to "turn around" the layers of attitudes, behaviours and practices at the level of family, community and society through a simple slogan that has been translated into dozens of local languages – "peace begins at home".

GL has integrated economic justice into the Theory of Change for gender mainstreaming in the (COE) programme for women who have survived GBV. This has become the tool for economic mainstreaming of women in the local economy though the integration of life skills and entrepreneurship training backed up with post training support and referrals to local resources for ongoing sustainability where possible.

⁷ Dahlberg LL, Krug EG. Violence-a global public health problem. In: Krug E, Dahlberg LL, Mercy JA, Zwi AB, Lozano R, eds. World Report on Violence and Health. Geneva, Switzerland: World Health Organization; 2002:1–56.

GLs Theory of change for economic justice and end GBV



In terms of the entrepreneurship programme activity this means:

- **Individual realm of power;** life skills training
- **Private realm of power;** taking back economic rights through entrepreneurship training and implementation
- **Community realm of power;** facilitating support from partnerships with the public and private sectors, service providers of skills and financial support and funding to support the programme; financial and non-financial services to participants
- **Societal realm of power;** advocacy for changes that create an enabling environment for women in entrepreneurship

The role and aims of change at the individual realm of influence and change

- To develop an understanding of GBV and its impact on the survivor and their relationship with an abuser
- To develop self-respect and understanding of victimization as a result of GBV
- To develop ways of building self-confidence and assertiveness
- To feel positive about planning for the future

The role of the private realm of influence and change

- To develop an understanding of financial abuse in a relationship as a form of control
- To develop skills that can provide an alternative source of income
- To develop confidence in the ability to support oneself and children
- Build the survivors confidence to make positive choices in terms of their relationships

The role of community realm of influence and change;

- Influence local economic development policies through GBV action plans which focus on the mainstreaming of women in local economic development (LED) and procurement opportunities
- Influence private sector attitudes towards the economic empowerment of women and reduction of GBV through funding and or in kind assistance
- Integrate NGOs into the programme especially where skills enhancement or business finance would be available
- Influence the availability of information for women in business
- Mentorship
- Community based training

The role of societal transformation

- Facilitate a framework which recognises the financial needs of women entrepreneurs beyond micro finance
- Address legalisation and enforcement of women's property rights
- Create local and regional task forces on access to finance for women
- Create platforms for consultation with women on the issues they face as entrepreneurs
- Encourage gender disaggregated data on women in business at all levels
- Encourage government-led SMME programed with a focus on breaking the stereotypes of women in business.
- Lobby for changes in economic policies to effect financial inclusion policies in countries.
- Enhance the gender appropriateness of financial services, especially for entrepreneurship, recognising the gender barriers faced by women
- Develop access to finance action plans with central banks, ministries, development finance institutions and credit granters and other relevant stakeholders.
- Effect women's rights to land and property and other productive resources
- Include provisions to achieve these in the post 2015 agenda

Economic justice and gender based violence

Economic justice and reducing the prevalence of Gender Based Violence (GBV) in the SADC region as well as Namibia are interlinked in a life skills and entrepreneurship programme. Through this programme GL also aims to test the **hypothesis** that economic independence can reduce a GBV survivor's vulnerability to further abuse through the integration of positive personal agency and sustainable economic opportunities, which can offer extended financial confidence and therefore affirmative personal choices.

3. KEY COMPONENTS OF THE PROGRAMME



Gender Links has identified economic independence as a critical component of breaking the cycle of abuse. The Council of Europe defines violence against women as *'all acts of gender-based violence that result in, or are likely to result in, physical, sexual, psychological or economic harm or suffering to women, including threats of such acts, coercion or arbitrary deprivation of liberty, whether occurring in public or in private life.'* Council of Europe, *Ad Hoc Committee on preventing and combating violence against women and domestic violence (CAHVIO)*, two0oneone.⁸

This GL project provides a framework for the development of potentially sustainable entrepreneurship opportunities for survivors of gender based violence (GBV) through an integrated model of life skills preparation, business development skills training, mentorship opportunities and access to finance. The aim is to mainstream women in economic development in their own communities and beyond.

The intention is to link them to local economic opportunities through relationship building with local governments and agencies, the private sector, other NGOs, financial services and enterprise support opportunities.

In recognition of the experiences of the survivors and the impact this has likely had on their self-confidence and self-esteem; the project provides a unique combination of life skills and entrepreneurship training to address both personal and economic confidence and self-reliance.



Micro enterprise on the streets of Windhoek. Herero woman selling bread. Photo: Gender Links.

http://gemcommunity.genderlinks.org.za/gallery/main.php?g2_imageid=52352

The first stage of the training provides a combination of life skills training and an introduction to entrepreneurship. This phase is aptly called "Taking charge" and is aimed at building confidence, self-esteem and a belief in a future with the prospect of economic independence.

The second workshop then reintroduces and reinforces concepts and provides further and more in-depth knowledge of business management principles and skills. Topics covered include starting up a business, start-up costing market research, the importance of location, diversity, basic financial skills such as cash flow, record keeping, stock control and funding.

The importance of key issues which act as barriers for women in business are also emphasised, such as the prevalence of saturated markets and access to finance. GL has trained GBV survivors on life and entrepreneurship skills in 100 councils in ten countries to date.

⁸ <http://eige.europa.eu/content/what-is-gender-based-violence>

Enterprise development for women

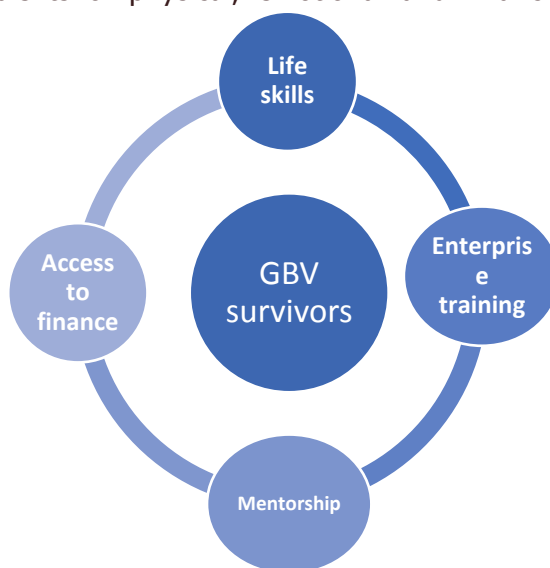
To affect sustainable entrepreneurship the programme recognises the need to address the range of issues faced by women in their pursuit of economic independence through enterprise development;

- Lack of access to training, information and or experience
- Tendency to trade in saturated markets or copy other business ideas
- Tend to develop businesses based on so-called traditional women's skills
- Lack of access to finance
- Lack of access to business development services or knowledge of these

All of this in recognition of the vulnerability of the groups of women that participate in the project who have likely been the recipients of physical, emotional and financial abuse; undermining their self-respect, confidence and belief in their own ability to earn income and support themselves and their families.

Objectives

- To increase women's agency and independence, socially, emotionally and economically
- To empower them to participate fully in all aspects of their private and public lives
- To provide them with the tools to realise their economic potential as entrepreneurs
- To provide women to alternatives to persevering in situations where they experience GBV
- Break the stereotypes of women in business in emerging markets
- Connect women with information, services and resources in their own countries to enhance their ability to succeed



Target group

The target group is women 18 years and older, who have experienced GBV, are unemployed or in their own micro enterprises, from both rural and urban environments, in their countries. The participants represent a socially and economically vulnerable group of women who have faced the consequences of abuse and whose lives have likely been challenged by these experiences socially, physically, emotionally, mentally and economically. This project integrates and addresses key elements likely needed to rebuild the lives of these women, taking into account economic dispossession as the forth element of GBV in the private and public domain.

The programme focuses on a combination of:

- Life skills training including confidence building; writing; public speaking and decision making and understanding gender as a social construct.
- Business skills development such as IT; marketing, market research, record keeping, financial management, developing of business plans, applying for tenders and accessing finance.

- Networking has been introduced as a means of identifying potential support arrangements such as mentorship, for sourcing business opportunities, developing relationships with other businesses in their areas or working in collective to access tenders from local government with local partners.

The importance of key issues which act as barriers for women in business are also emphasised, such as the prevalence of saturated markets and access to finance.

Monitoring and evaluation

GL is a learning organisation strongly committed to measuring the impact of the programmes implemented. This includes both qualitative and quantitative research carried out as both baseline and follow up investigations of change. GL employs a set of monitoring and evaluation processes for all its programmes including the COEs. The investigations include the collection of personal accounts of GBV (I Stories) and the Gender Empowerment Index survey (GEI) which asks a range of questions on gender, relationships, attitudes, agency, income and entrepreneurship flair. Called at GL, the tools for the COE and entrepreneurship programmes are described in the table below:

Table 3.1 Qualitative and quantitative tools

ACTION	What is involved	When
Drivers of change profiles; Changing Lives Analysis	Qualitative evidence of impact at individual level	Ongoing
Gender Empowerment Index	Administration of the GEI measures impact and change in the lives of the survivors of GBV participants in the entrepreneurship programme	Beginning and end of the programme
I Stories	These are personal accounts of the GBV experience told by the survivors	Beginning and end of the programme
Gathering and disseminating best practices	Annual district, country and regional SADC Gender Protocol summit s.	March/April every year

GL has trained GBV survivors on life and entrepreneurship skills in 10 councils in Namibia to date. The following table describes participation in workshops by country in the region.

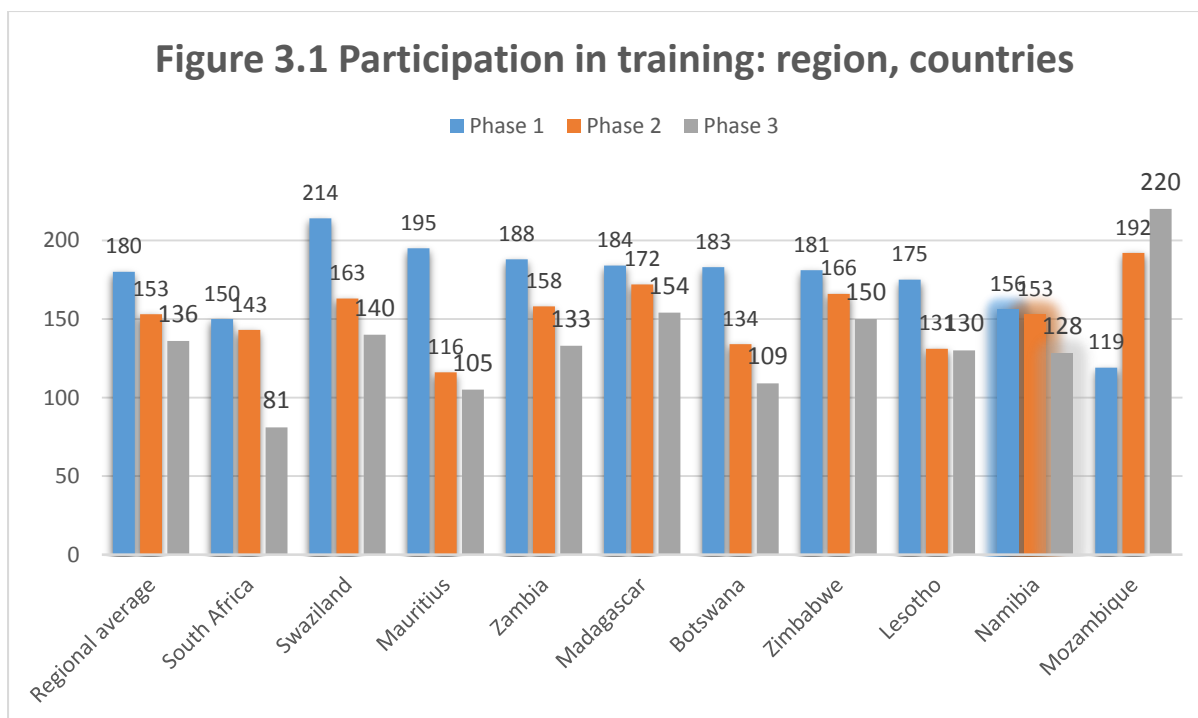


Figure 3.1 shows that the average attendance for the phase one workshops is lower in Namibia (156) than the regional average of 180. This however falls within the acceptable range of attendance (the target being 150). The country average is brought down by low participant levels in some of the councils as indicated in Table 3.2.

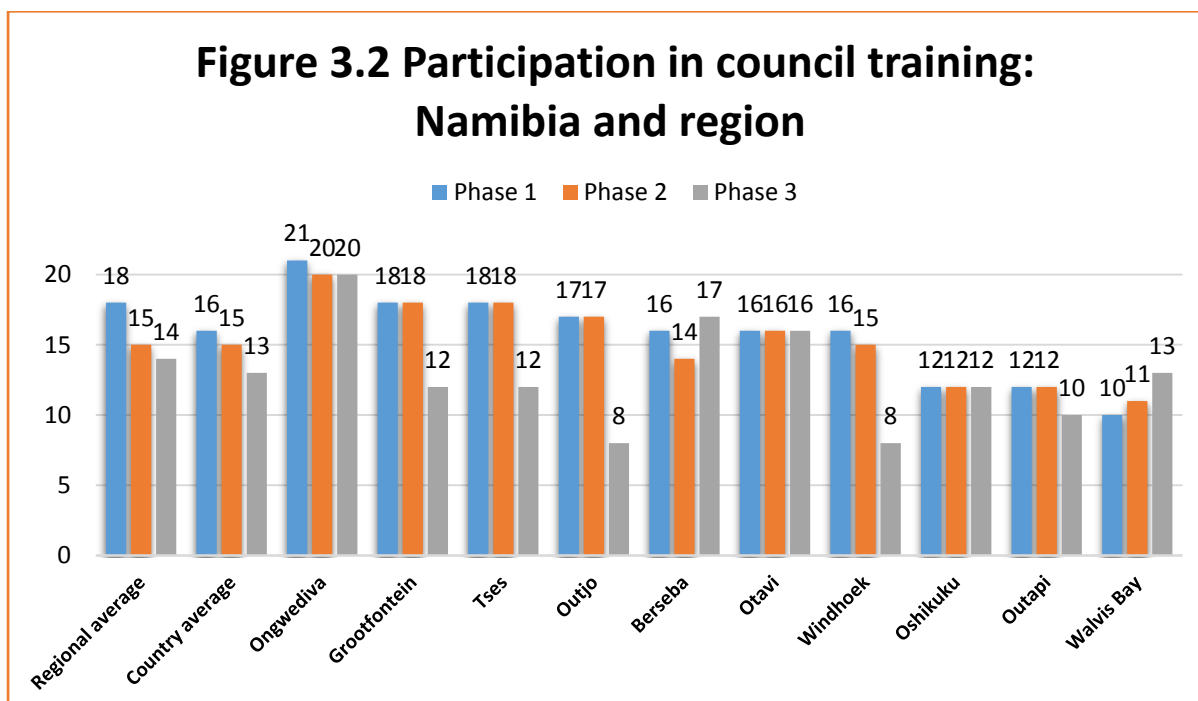


Figure 3.2 identifies the participatory rates for the councils in Namibia. The discrepancies in attendance and participation can be related to a number of factors such as dropout rates in some councils which occur with women finding jobs, partner interference in the participation

and family responsibilities. Walvis Bay at 10 showed very low attendance in the first set of workshops with Outapi and Oshikuku having slightly better turnout of 12 attendees.

All the other council's achieved the minimum of 15 participants for the initial workshops. Namibia's overall attendance of 156 women however did meet the minimum criteria for roll out of the programme.

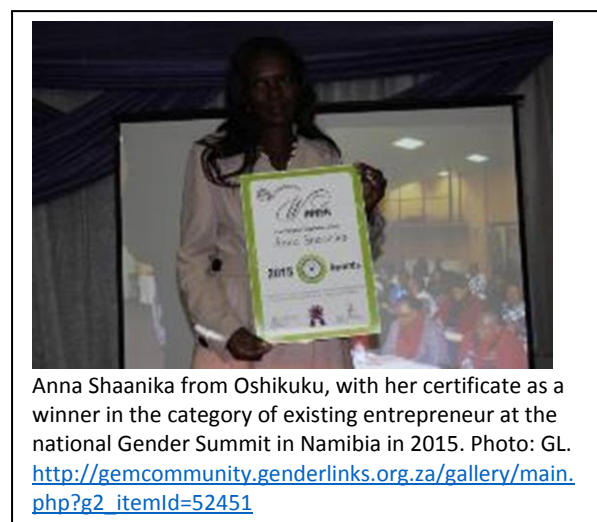
The programme outline

Pre training	Outcomes
"I" stories and Gender Empowerment Index (GEI) surveys are carried out with survivors of GBV before the training starts.	These combined instruments provide a baseline on which to measure change over time. Both are repeated.
The GEI measures attitudes towards gender relations before.	
Phase one training (Five days)	
Personal development action plans are completed during this training. A five day course comprises life skills training and an introduction to entrepreneurship and introduces women to computer training. At the end women complete two exercises in developing a business idea. These worked on through the period of the programme.	Goals are set to increase self-confidence and awareness and short term goals
	Women develop insights and skills for personal and enterprise agency
Phase two training (Five days)	
A further five day course, provides more in depth training on business management skills such as financial planning, stock management and record keeping. The women continue to work on their business plans over the course of the training	Applied knowledge is learnt to start and/or run a business
	Business ideas are further developed
Phase three (2.5 days)	
Introduces: <ul style="list-style-type: none"> • Further review of business planning and recommendations for mentorship • Networking opportunities to identify potential support and opportunities for the women who have completed Phase two. • Identifying potential sources of funding in country 	Business plans are assessed for maturity and plans laid to enhance sustainability Groundwork laid for networking, identifying business opportunities and possible sources of funding
<ul style="list-style-type: none"> • Monitoring and evaluation (M&E) is repeated with "I" stories and GEI surveys to measure change 	Changes in personal and economic progress is measured

Having completed Phase one and two the participants have a chance to decide what their entrepreneurship goals are based on what they have learnt. This may include:

- **Starting a business** – this may not be the choice for all the women.
- **Business Acceleration:** Grow an existing business.
- **Business Evolve:** Stay at a micro level but continue to develop agency and knowledge.
- **Social entrepreneurship:** Pursue sustainable projects that will benefit the community such a recycling cooperative. This will have access to mentorship and provide an opportunity for cooperative projects such as recycling.

The programme therefore takes into account different levels of readiness and the aspirations of these women who have experienced GBV and continues to support them in different ways as demonstrated by the diagram below.



Recognition of the efforts of the women

The business ideas produced by the participants at local level are assessed and are sent for judging based on a standardised questionnaire and a winner and runner up is selected from each COE to represent their councils at the Gender Links National Summit in Namibia.

Two of these entrants then represented Namibia at the Regional Summits. An overall winner and runner up would then present at the Regional summit each year.

At both stages they need to put a PowerPoint presentation together on their businesses and do a presentation in front of judges and an audience. This has a number of benefits in the programme:

- Motivates participants
- Extends IT skills to include PowerPoint as an additional skill
- Enhances confidence through public speaking and recognition of efforts and ideas

Winners at the Namibian Nation Gender Summit included two emerging entrepreneurs.

Age and educational levels of the participants

The selection criteria set a limit of 18 years and over for participation. This did not impact on the upper limit of age for women eligible to attend. It is acknowledged that in micro enterprise a number of business practices may not be followed due to a lack of experience or knowledge. The never too late to learn principle applies in this case. Very few of the women knew anything about how to mark up and price a product, keep records or manage their cash flow. In follow up I stories women referred to pricing their goods or services and their ability to save as a result.

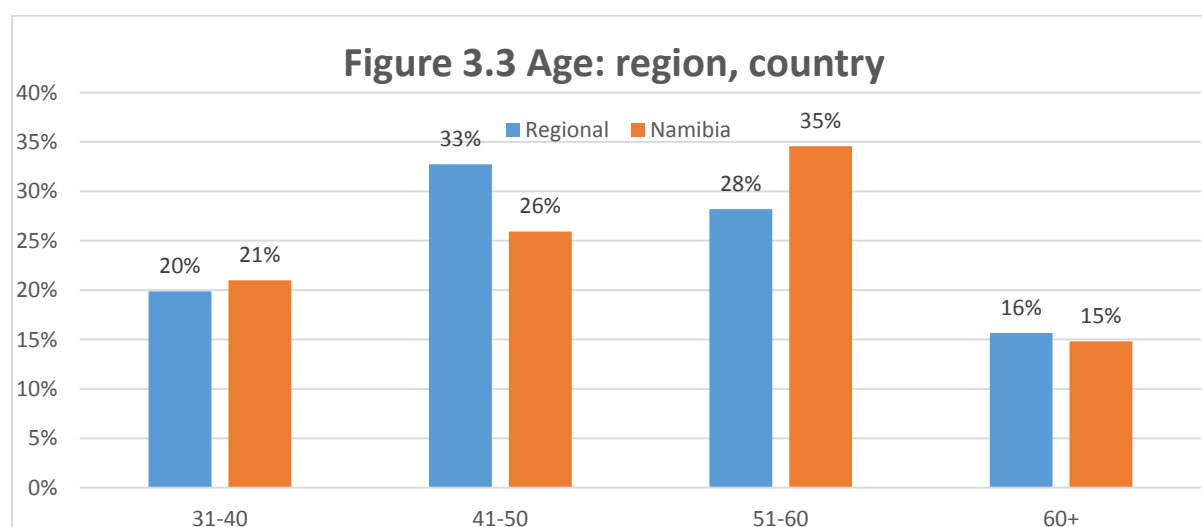


Figure 3.3 shows age groupings of the women in Namibia and is interesting for the fact that the majority of women are over 41 years (76%); 15% of which are over the age of 60 years. The 76% is below the average of 83% regionally for ages over 41 years. This implies that GBV can affect women at any age and can persist over many years.

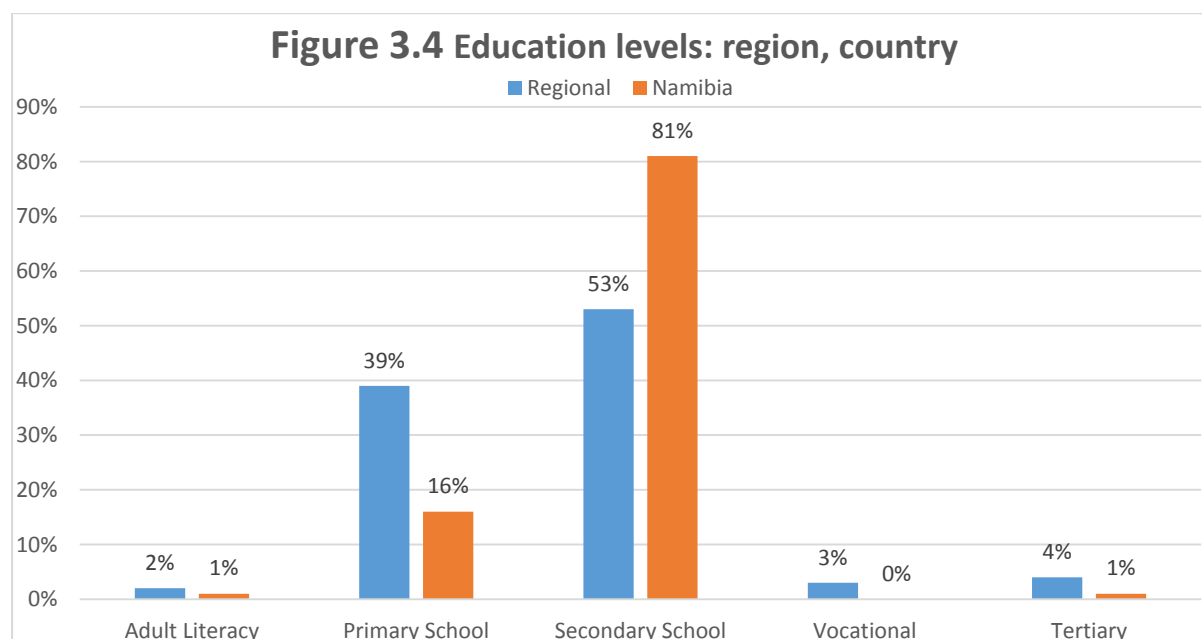


Figure 3.4 indicated that the educational levels of women in Namibia with secondary education (81%) is much higher than the regional average of 53%. The country figures show very low levels of access to adult literacy (1%), vocational (0%) or tertiary educational (1%) opportunities within the target group. This is likely a reflection of age and access to pre democratic educational opportunities. A number of women in the group indicated that they had never been to school.

4. CHANGE AT AN INDIVIDUAL LEVEL FOR FINANCIAL AND BUSINESS ACUMEN

At an individual level the qualitative and quantitative research was undertaken with baseline and follow up I stories and GEIs. These tools measure attitudes and experiences of GBV, personal agency and provide insight into the income experiences of the survivors, both as financial dependents and income earners, before and after the programme.

The most significant changes measured and observed were those at the individual and close relationship levels. The majority of GBV experiences reported by women in Namibia was from their intimate partners, but a number also reported sexual violence by family members and partners of family members. This is consistent with our understanding of GBV as predominantly perpetrated by people known to the survivor. A key aim of the programme was to increase the financial and business opportunities for women who have experienced GBV; as a tool for increasing their ability to be self-reliant and therefore better able to support themselves, or negotiate positive relationships.

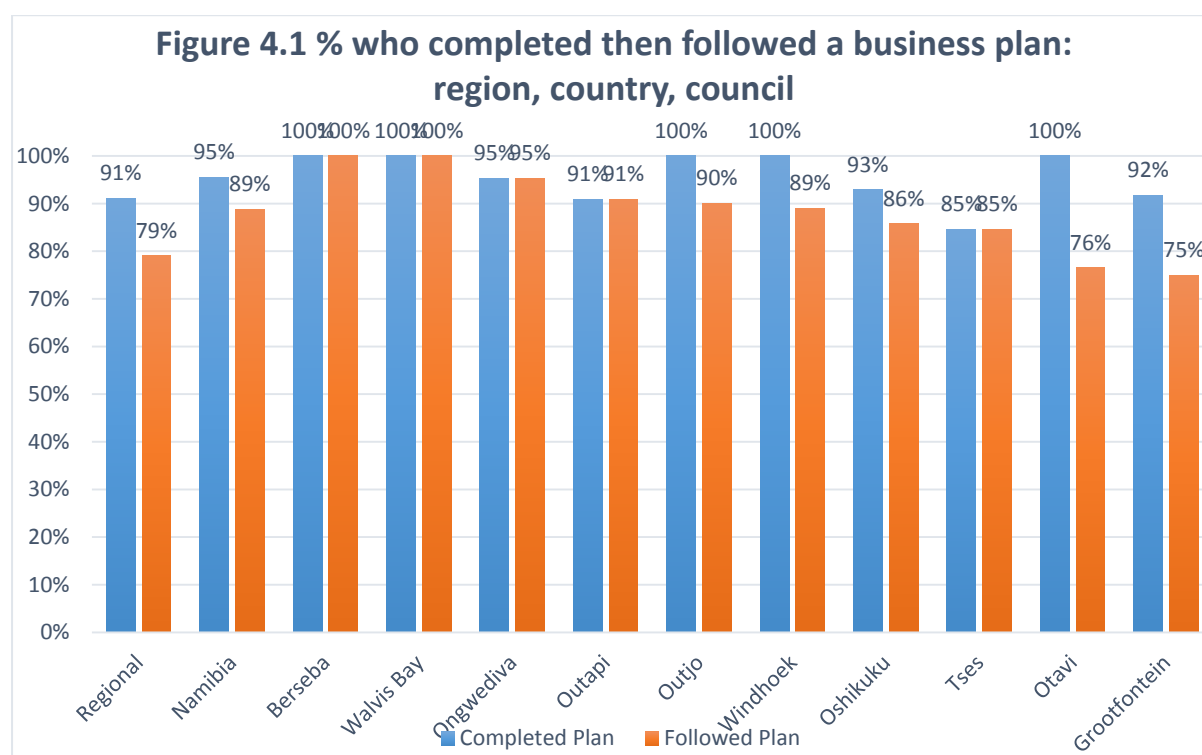


Figure 4.1 shows an overall average for the completion (95%) and follow up of business plans is 89% compared with the regional average of 79%. This is an excellent result. The lowest completion and follow up of business plans was still notable at 75% in Grootfontein. Failure to follow through in Namibia has mainly been attributed to personal circumstances (80%) but access to finance and appropriate and affordable places to run businesses have been also identified in focus groups and I stories.

Personal accounts from some of the women on their business progress:

'Since I started attending the workshops my business is doing well. I am not suffering abuse anymore because I am earning my own money from my business. I can buy my own food and pay school fees for the kids. Now that I am empowered I want to teach other women about entrepreneurial skills that I gained from Gender Links so that women can be empowered in our community. If you give more women business skills, then poverty will

reduce in Namibia. I am no more abuse by my husband as we made peace with my husband. This happened because now I am making money and can buy food for the house and help our children wherever I can. Our children are progressing well at school since they are no more facing poverty unlike in the past. Now I feel like I am empowered with information from Gender Links to make right decisions." *Faustina Petrus from Ongwediva.*

Use of IT

One of the favourite sections of the first workshop was the computer training. Most of the women had never used a computer before. On the first day many would be perplexed but with the help of more experienced members of the group and the GL facilitator, progress was always obvious on the second day. Women would for example be able to type for the first time. A few are emailing and using Facebook for their businesses.

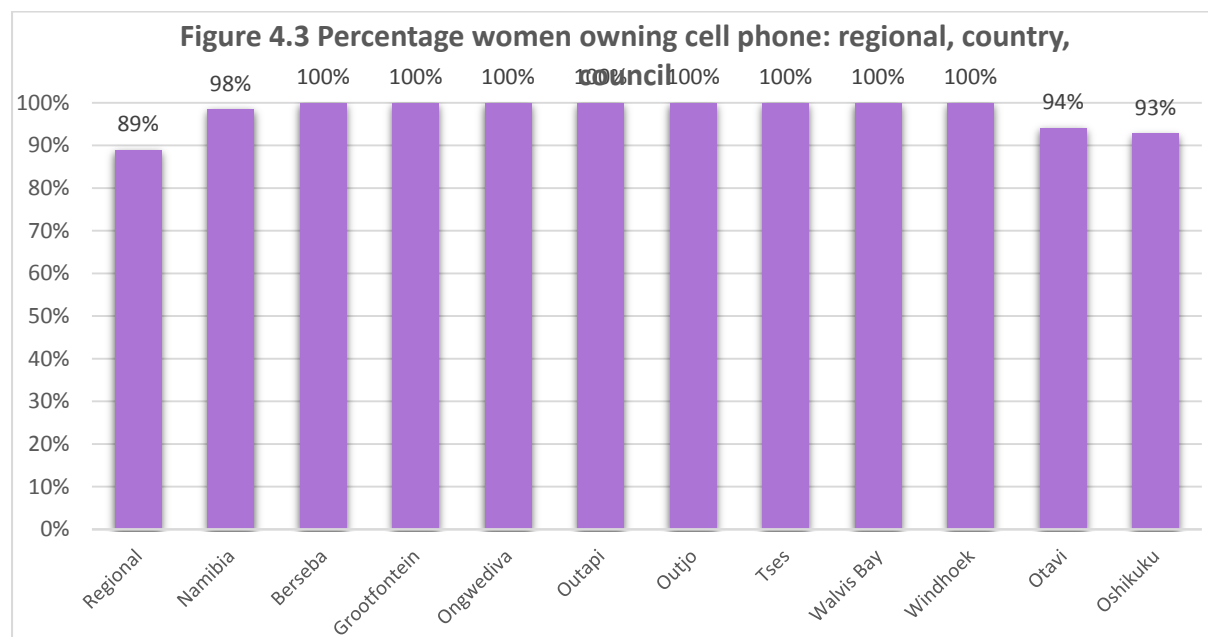


Figure 4.3 indicates a high level of mobile phone usage by women in Namibia(98%); 9 percentage points higher than the regional average (89%). The research investigated the application of mobile phone technology for business.

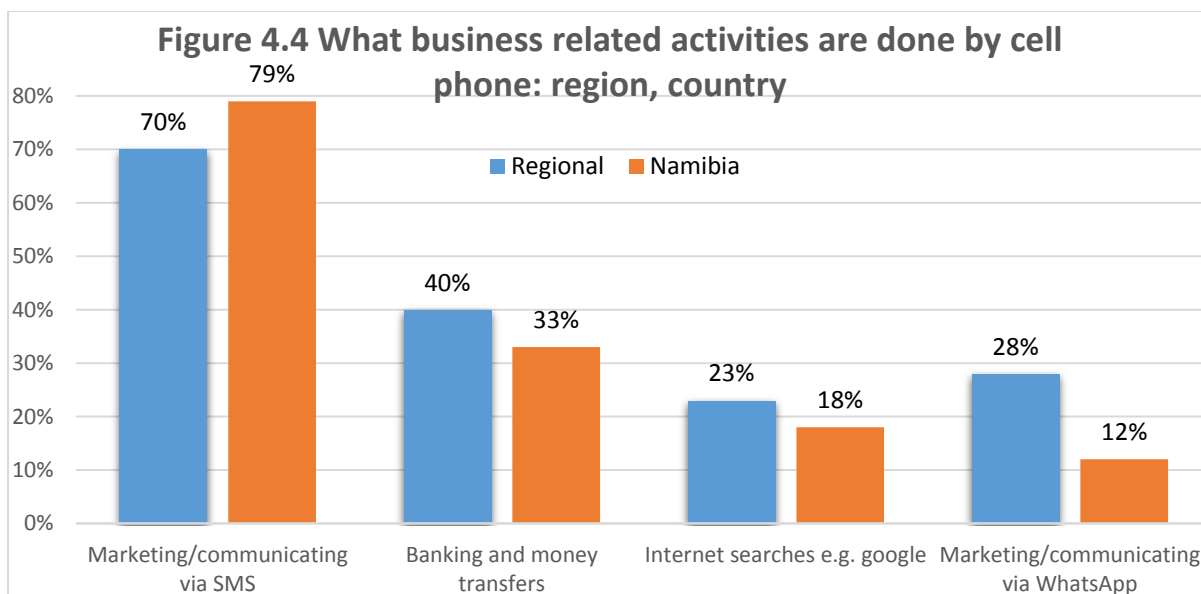


Figure 4.4 shows that the utilisation of cell phones for marketing and communication via SMS is higher (79%) than the regional average (70%); a substantive level of utilisation. The practise of cell phone banking is lower (33%) than the region at 40 percent but represents usage by a third of the survivors which is impressive. Internet searches and Whatsapp communication are both below the regional average.

The training of basic computer skills was very popular with the women and women have applied this in a number of ways.

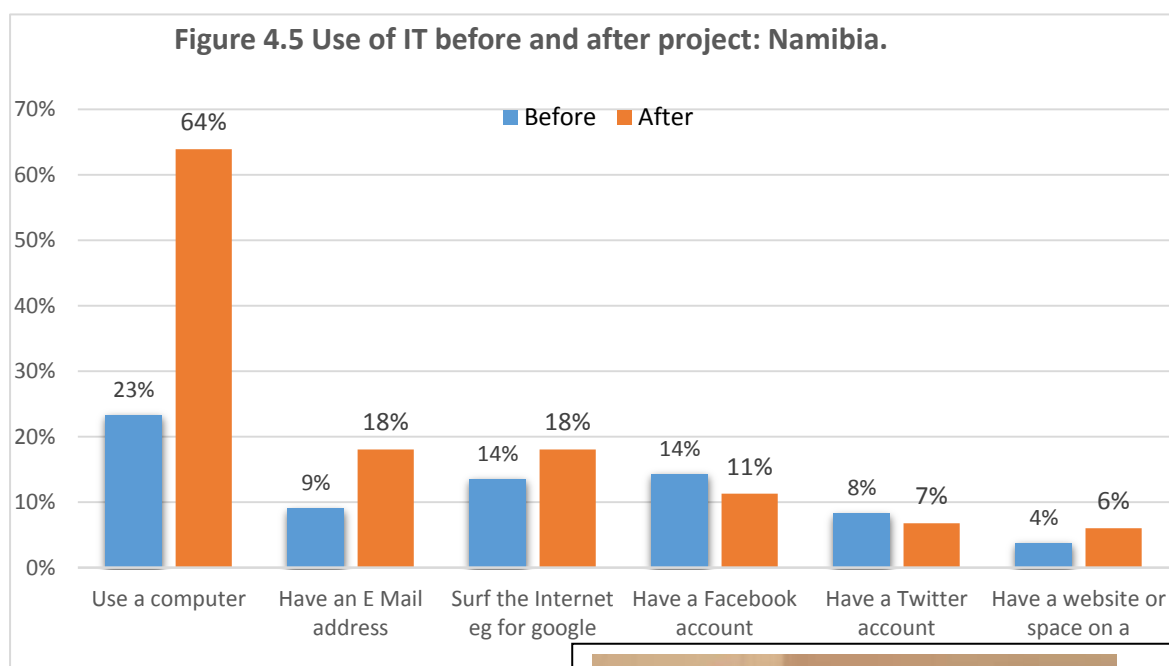


Figure 4.5 indicates that the use of computer skills at 68% in the region is higher than the Namibian score of 64%. Given the levels of poverty and rural



Entrepreneurship participants leaning to use computers in Namibia. Photo: Gender Links.
http://gemcommunity.genderlinks.org.za/gallery/main.php?e2_itemId=52332

distribution of councils this is a good result.

The use of computers rose to 64% from 23% (an increase of 41 percentage points). The use of email rose from 9% to 18% and using the internet for information from 14% to 18%.

Entrepreneurial flair

One of the key aims of the programme is to transfer constructive and applicable knowledge and tools which the survivors can use to improve their lives emotionally, physically and economically.

Part of the GEI survey focussed on the women's perceptions of their entrepreneurial flair. The baseline scores were quite high which showed a high level of confidence in their understanding and ability to be entrepreneurs before the training.

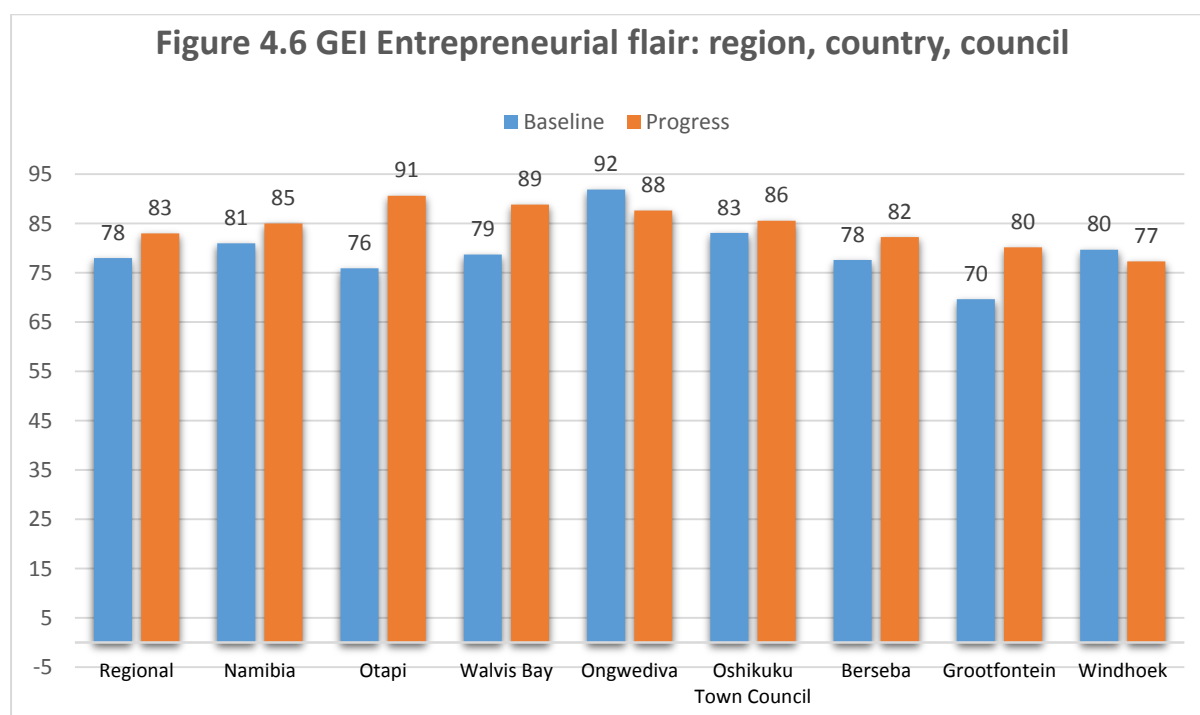


Figure 4.6 shows the country average for this section (81%) increased to 85% at follow up. There was an expectation that scores would be higher post training; giving the technical nature of the enterprise training. Overall the Namibia average of 85% was higher than the regional at 83%. The participants in Outapi increased the score from 76% to 91%, a variance of 16 percentage points and the highest follow up score in the country.

Five of the councils increased their scores in the follow up assessments. Questions included subjective matters such as; I have a desire to succeed in whatever I do, if at first I do not succeed I am prepared to try again. Some questions were more technical such I can forecast my income and expenditure. These high marks may have been attributed to lack of understanding with some of the questions.

Business activity before and after the programme

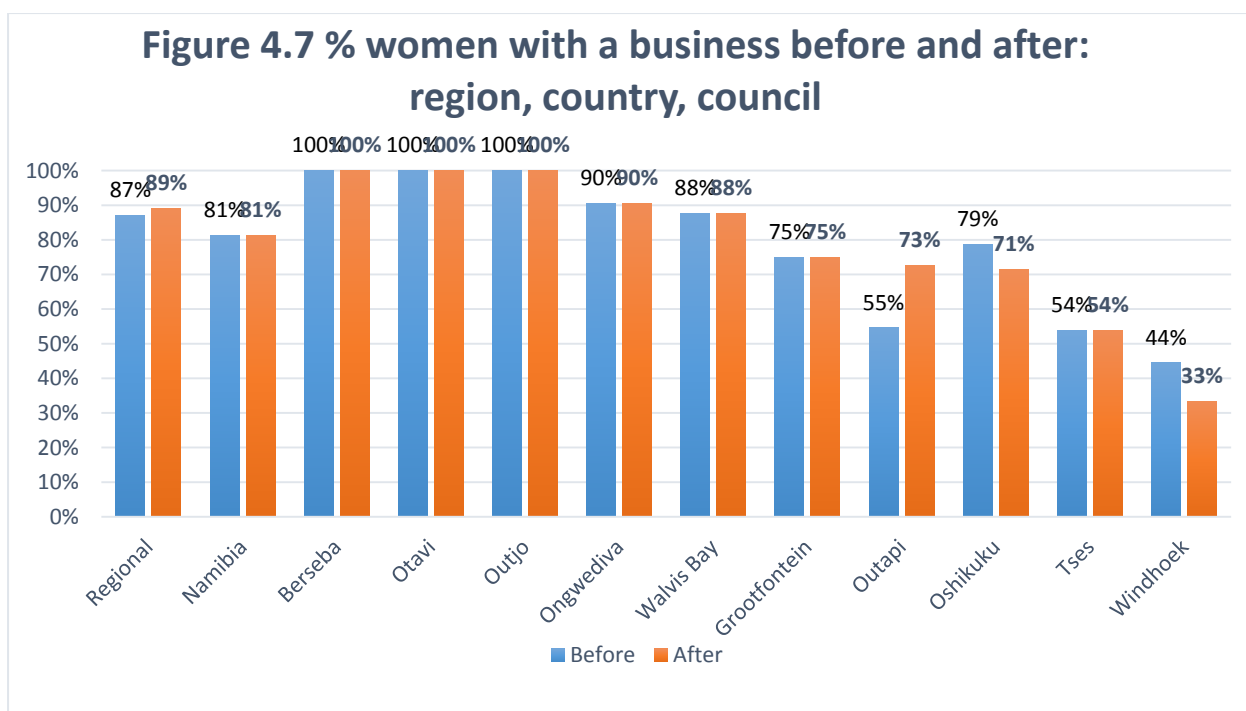


Figure 4.7 shows that the overall increase in business activity in Namibia stayed at 81%. Three councils stayed the same at 100% and three others have lower scores. The only councils to increase the score was Outapi at 73% (from 55%); a variance of 18 percentage points.

Table 4.1: Challenges encountered in Namibia.

Area Assessed	Not Challenging	Challenging	Very challenging
Keep records of your income and expenditure	47%	29%	25%
Apply the information you learned	49%	39%	14%
Find markets	20%	43%	37%
Access infrastructure like buildings	12%	30%	58%
Access finance	7%	39%	54%

Table 4.1 shows some of the challenges women encountered in their business aspirations. Women were asked to rate the challenges they faced in their businesses after the training.. Not at all surprising and backed up by personal accounts, the issue of access to finance (54%) and appropriate places to trade (58%) were the most challenging for the women post the training.

In Walvis Bay: "Women expressed their concerns in focus group interviews: "Capital, land and infrastructure is a major challenge. Registering certificates and compliance issues are also challenges women face. Some of the women still run their business unregistered because of the challenges they face. There is also a challenge to establish a new business in Walvis Bay because the name need to be known. It depends on whom you know. Corruption is high." *Interviewed by Fabian Sampaya.*

In Tses: "The entrepreneurs have eluded to critical factors holding them back in terms of setting up or growing existing businesses and they outlined their needs for financial support either from private institutions, family, friends and the community. They also need on-going training and affordable business places to operate from. Since it was proposed during

phases three that the group should initiate group saving scheme to contribute monthly as part of their start-up capital. They group managed to divide themselves into two and opened two separate accounts were they are saving on a monthly basis." *Interviewed by Fabian Sampaya.*

In Outja, transport was also highlighted: "The participants have also identified a lack of transport as a hampering factor because transportation of stock from wholesalers to their business places is relatively expensive." *Interviewed by Fabian Sampaya.*

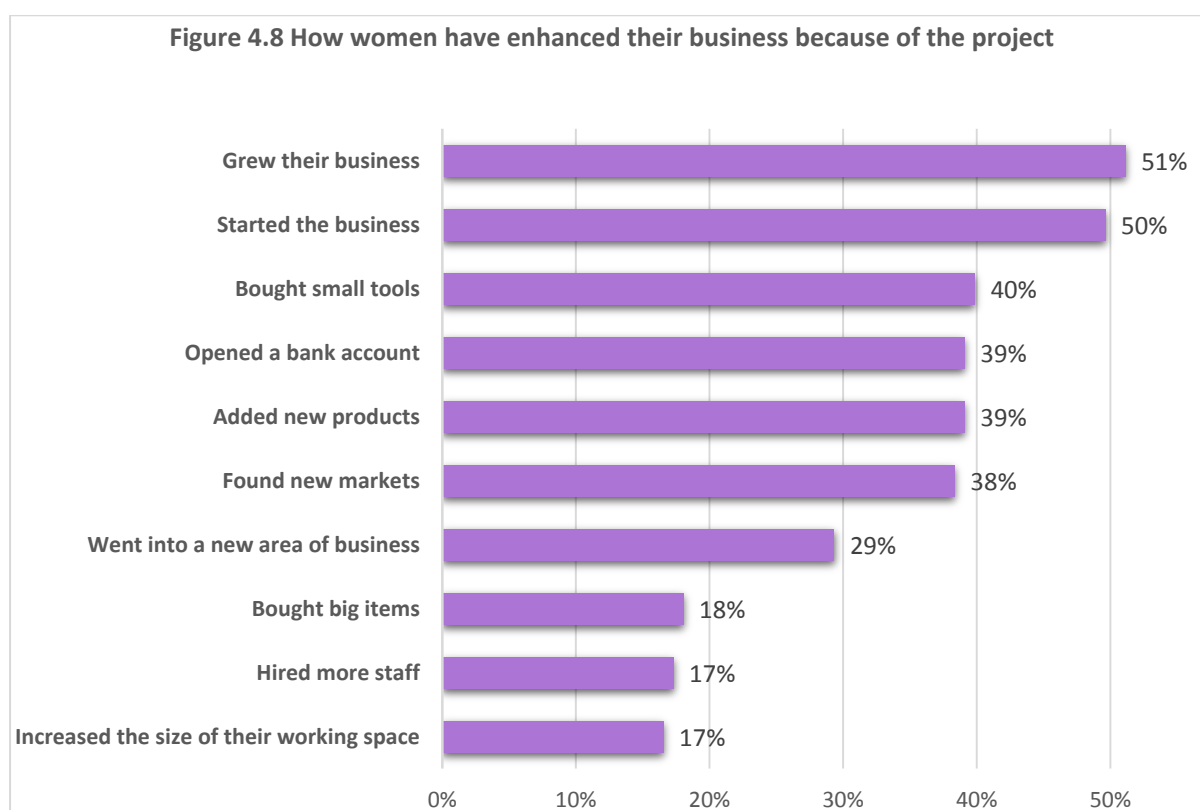


Figure 4.8 identifies ways in which women perceived the programme had enhanced their business practise. These changes are significant and show positive change at the individual level of power. Women were asked to indicate ways in which the programme improved their entrepreneurship skills and ambitions. Some of these results are encouraging; 50% started a business and 51% grew their businesses. Some 39% diversified their product base and 38% were able to find new markets.

This means that more than a third of women applied the concept that offering a range of products is likely to attract more customers. Half of the women applied themselves in terms of finding potential markets beyond their current frame of reference. These are beneficial outcomes for micro entrepreneurs.

One of the key outcomes in terms of economic empowerment of women has been the number of bank accounts opened and the increased propensity to save in these accounts. More than a third of the women at 39% opened a bank account to save and control their money. These are significant changes in the lives of resource poor women.

In the region 67% of women grew their business compared to Namibia at 51%. Whilst showing scores lower than the regional average in a number of ways, these are none the less promising results as many of the women live in deeply rural communities with poor resources.

The importance of issues such as product diversity, finding new markets, visibility, business space and financial management are reflected in the stories that women tell in their follow up I stories; often also with a change in financial circumstances. Changes in financial circumstances differ from council to council.

"I joined Gender Links in 2014. Before the Gender Links training I didn't have any knowledge about business. I was just doing business for sake of doing it. After the training I gained some knowledge about how to run your business successfully. For example I started marketing my business by writing letters to my customers about my business. I was happy to learn how to grow your business, make your customers happy by serving them well and respecting them. I really thank Gender Links for training me on how to sell products and how to add different product into your business in order to get customers. **Medicin from Ongewadiva.*

Changes in financial circumstances

One of the most critical aims of the project was to measure the benefits in terms of financial gain for the survivors, by conducting baseline and follow up income research.

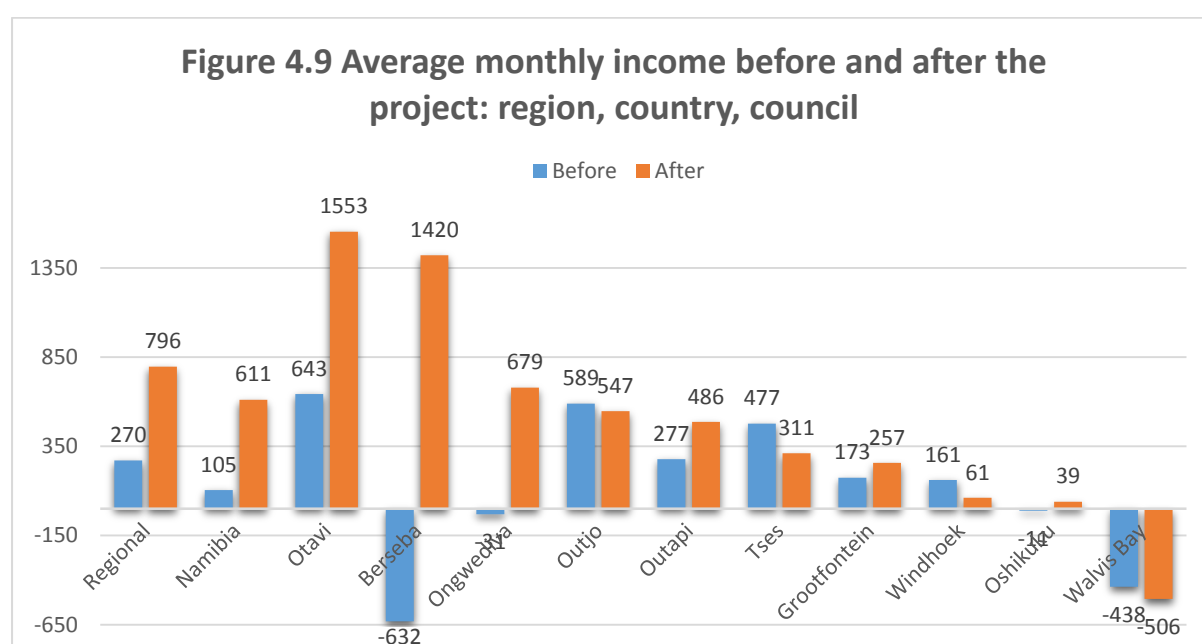


Figure 4.9 shows the average monthly income for Namibia rose from R105 to an average of R611 per month; an increase of 17 percentage points. This is lower than the regional average at R796 but still a positive change in the lives of the participants. Many have described their ability to "put food on the table" and contribute to household costs as one of the reasons that abuse has stopped in their homes. The information obtained shows a very significant rise in income in some Namibian councils; especially Otavi (from R643 to R1553) and Berseba (from a negative base of -R632 to R1420). What is most interesting is the loss of income in the two of the most developed councils in the country, Windhoek and Walvis Bay. The Windhoek sample from the council were all still studying at school and have not yet had the opportunity to put the information into practise on a full time basis

An exploration of assets as an indicator of financial circumstances improving was also conducted.

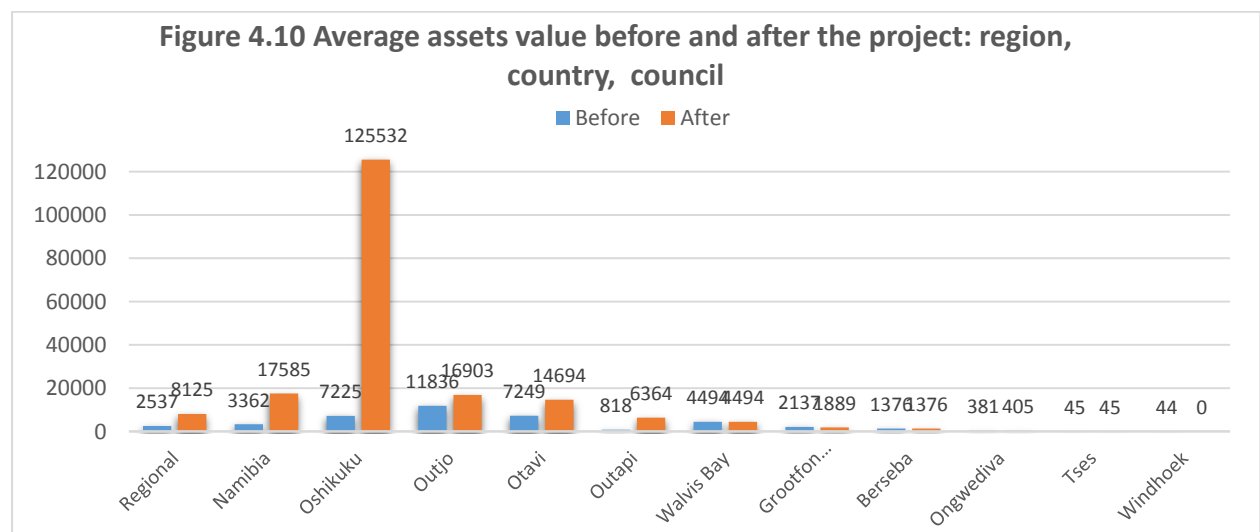


Figure 4.10 shows that average asset values in Namibia rose from R3362 to R17585.

Adding to the diversity of triangulated research, perceptions of change were also integrated into the follow up GEI.

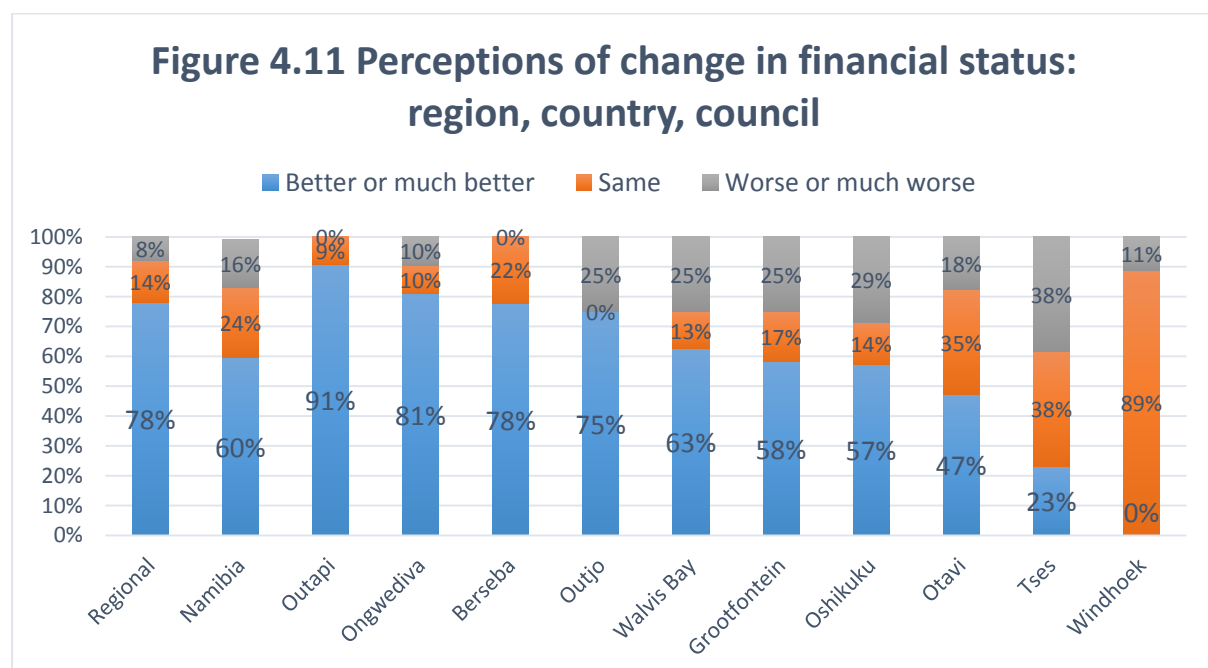


Figure 4.11 shows that the regional average for "better or much better" is higher at 78% as opposed to 60% in Namibia. Windhoek due to the sample trained show no increase in income. The sample was of school girls in secondary education. This sample expressed however that would be well prepared for starting a business when they left school. The Outapi council shows a 91% of the group perceived themselves better off financially; Ongwediva (81%) and Berseba (78%). The council of Tses has shown the lowest

percentage of participants feeling better off (23%) and the highest feeling worse off (38%). It should be noted that this group average a monthly income of R45 without change at all.

Perceptions of being better off are illustrated in the stories of the women;

"Since I got the training I have make a good progress. Me and my husband are now understanding each better than before. I become an independent business women, which means I depend on myself and no more depend on my husband. Nowadays women abuse is caused by the dependence of women on men, when he is giving you everything you need, sometime this can cause stress for him. I am well equipped to stand on my own now because of Gender Links. I got enough information on how to run a business successfully. Every day I have to make sure I sell something so that I can have bread for my children. Gender Links workshops changed my life for the better also because I don't drink alcohol anymore. I changed spiritual because I always go to church for a prayer. I learned how to save money. In the past when I make profit, I spent it on alcohol. I want Gender Links to continue empowering women". *Aune Iyambo from Ongwediva.*

"Since I started attending the workshops my business is doing well. I am not suffering abuse anymore because I am earning my own money from my business. I can buy my own food and pay school fees for the kids. Now that I am empowered I want to teach other women about entrepreneurial skills." *Natalia Nangobe from Ongwediva.*

Some of the participants have been interviewed as Drivers of Change in their communities:

Letisia Mutilifa is a single mother of 5 children who runs a tailoring business in Otavi. She is happy to own this type of business for the fact that she is unemployed but had a family to take care of. She says that despite her business been small she is satisfied with it and the income she is getting. Her business makes dresses, skirts and shirts and sells to the community people as potential customers. She says she is operating at her house because she doesn't have enough money to rent a building but the business is progressing very well and there are more customers. She says her life has changed totally because she can afford to buy food, send her children to school, and pay water and electricity. She says she is now managing her own life without depending to someone else like before. She says that Gender links training has improved her business skills and helped her to realise the importance of own a bank account. Mutilifa says that she is now having two separate bank accounts for business and a personal account. She says the process helped her not to mix the money saved in each of these accounts. Interview with Letisia Mutilifa from Otavi;by Fabian Sampaya.



Letisia Mutilifa show cases her work during flow review project in Otavi, Namibia in 2015. Photo: Veronica Hambili.
http://gemcommunity.genderlinks.org.za/gallery/main.php?g2_itemId=56352

"Maria Katjituwo is a single mother of 3 children and a resident of Grootfontein. She runs a Chicken farming business. Her business is the only source of income for her to get something to feed her entire family and pay school fees for her children. She is committed and very passionate about her business. She says her business is viable and she will soon

enter the domestic market. She says her aim was to contribute towards food security by bringing chicken meat closer to the consumers. She says her business is a profit making business and it can grow faster than other businesses. Katjituwo says she sells live chicken directly to the consumers because currently she doesn't have processing machines. She says her business is making profit and it has changed her life drastically in a sense that she can now afford to feed her family and send her children to school. Maria says she was impressed to see changes in her life as a result of her project. Maria says that her involvement with Gender links is milestone in her life because through learning she found that it is important to own a business account in order to save profit money than misusing it. Maria says the training taught her to do market research, draft a business plan, budget, planning and marketing. She says she is following what she learnt in all the workshops she attended to grow her business. Even though she is happy with her business, Maria says she is encountering many challenges such as lack of operational space because currently she kept her chicken behind her courtyard and thieves are busy stealing her chicken something she mentioned it is holding her business back. The other problem she is also facing is transport to take her chicken for sale. She hopes this will not affect her business much and soon she stop using taxi transport and she will secure an open vehicle. Currently, Maria manages her business alone but she says she will employ two people once she secures a big place to operate her business from. The two workers will be tasked to feed the chicken and maintain their health. She plans to work together with the Ministry of agriculture for more advices on chicken production." *Driver of change interview with Maria Katjituwo from Grootfontein; by Fabian Sampaya.*

Blondine Tsuses from Otavi has been interviewed as as Driver of change and this is her story. She is a single mother of 4 children who manages a textile business started and owned by a group of women who survived Gender based violence and those affected by it. She is the head of the business and a trainer for new people coming into the business. She says this business has played a major in their lives since they were all unemployed but had children to take care of. She says the business is viable and the community supports it very well. She has a manufacturing business and her products include trousers, T-shirts, skirts, dresses, beddings, graduation gowns, toilet covers and traditional necklaces. Her life and that of her colleagues has changed a lot because she can now afford to feed her family and send them to school. She says that her business came as a result of the training she attended from Gender Links where she learnt about planning and writing a business plan. She says she did market research for the business and found that the business was potentially viable. She says the business environment is good because there is less competition. The operational space is good and well protected.

She is very grateful that she participated in Gender Links training where she gained business skills like budgeting, marketing and controlling. She says the good thing about the business is that goods are manufactured in house and sold cash. She says that with the knowledge she gained she was able to secure funding from the social security commission to start this business. She is managing this business with 7 women who are doing sewing and managing daily sales. She says that their products are even sold beyond Otavi especially during annual trade fairs and local events. She related that the council is also supportive by marketing their products and she hopes that this business will soon grow and expand to other towns. She is a community figure and grew up in Otavi and she speaks all local languages very well and she doesn't expect language barriers with her business. The business is fully registered with the relevant ministries such as the Ministry of finance, Ministry of trade and industry, the Otavi town council and social security commission. She says that the business is well known to the community because its products have been

marketed or promoted monthly through the local radio, placing of posters and sending messages to friends and family members. Tsuse says this strategic process has boosted the income of the business and sustains the workers incomes. She says the training she received from Gender Ginks Namibia has transformed her living conditions and her way of doing things. She is now better able to make decisions. This means that her life has changed for the better. She hopes that the training will continue and empower more victims and destitute women in the country. She is a driver of change who taught others that even if one faces difficult situations in life there can be a better life ahead. Her example of surviving gender based violence to become a successful entrepreneur is a living legacy to be emulated by other women in the country. She says everything was possible because of the knowledge she acquired from Gender Links. She says she wants to be an inspiration to others by addressing the root causes of gender based violence in her community and live in a society free of violence with men and women together with equal rights. Tsuse most memorable experience was when she won an award as an emerging entrepreneurs at the Gender Links district summit and was nominated to attend the ational gender summit in Windhoek.

5. CHANGES AT AN INDIVIDUAL LEVEL – PERSONAL AGENCY

Each women was asked to complete a personal development plan in Phase one and again after completing the training. The following chart indicates the number of women who completed a baseline plan and then followed it through to achieve some of those goals.

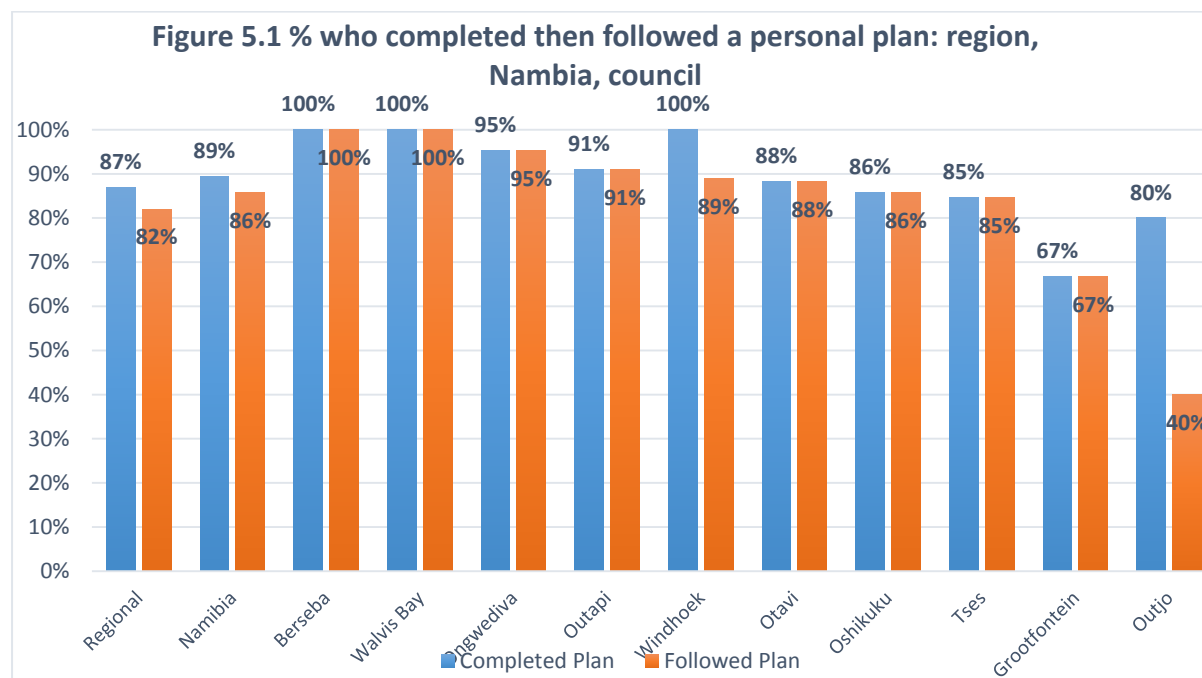
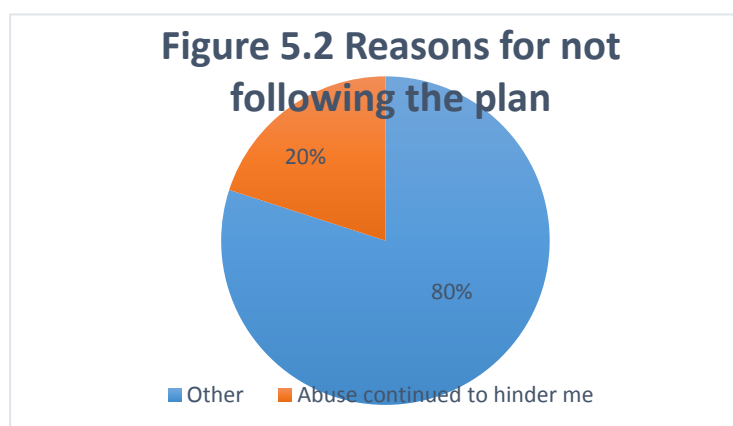


Figure 5.1 shows an average of 86% followed through on their own personal expectations of change. Thus is a little higher than the regional average of 82%. The lowest follow through was in Outja which dropped from 80% to 40% post training.



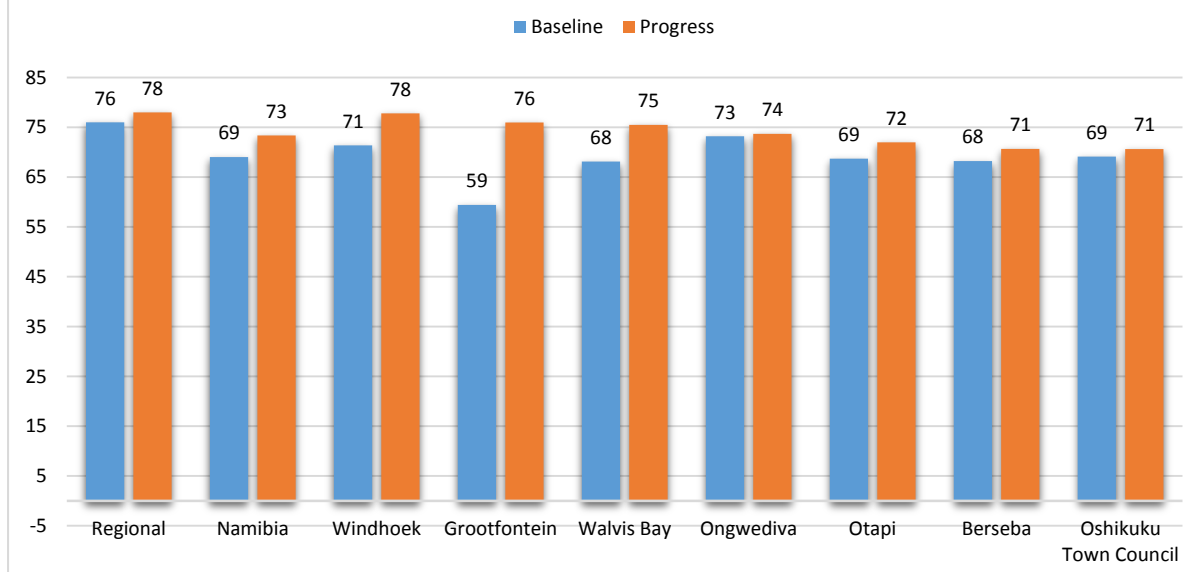
These plans were a reflection of where the women wanted to be in a six month period. Berseba and Walvis Bay achieved 100% and Oshana 95% consistently.

Figure 5.2 shows the reasons given for not following through. For those that did not, continued abuse was the primary factor.

Agency

This measures the changes in agency of the women in each council. In Namibia the average level of agency rose from 69% to 73%, a variance of 4%; showing a rise in personal agency overall. All of the councils below show an increase in personal agency.

Figure 5.3 Agency score progress versus baseline: region, country, council



	Baseline	Progress	Variance
Regional	76	78	+2
Namibia	69	73	+4
Grootfontein	59	76	+17
Walvis Bay	68	75	+7
Windhoek	71	78	+7
Otapi	69	72	+3
Berseba	68	71	+3
Oshikuku Town Council	69	71	+2
Ongwediva	73	74	+1

Figure 5.3 shows an overall increase in personal agency of four percentage points in Namibia (from 69% to 73%). This is 2 percentage points increase higher than the regional average. The highest increase was achieved in Grootfontein (from 59% to 76%).

Attitudes toward gender issues

This measures woman's change in attitudes on gender issues before and after the training. The training provides knowledge and skills which can influence change in gender attitudes. The building of emotional strength, self-confidence and self-esteem are enhanced through the life skills training and augmented with the learning of new skills such as how to write a business plan and

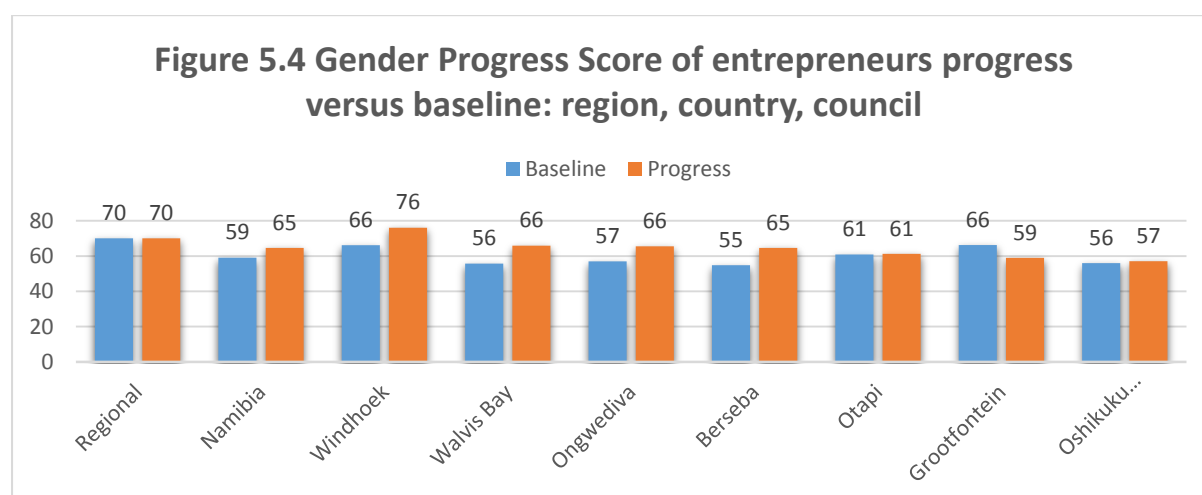


The emerging entrepreneurs making final changes to their presentations at the National Summit in Windhoek in Namibia. These presentations increase personal agency by developing confidence in both IT skills and public speaking. Photo: GL.

https://genderlinks.sharepoint.com/_layouts/15/Lightbox.aspx?url=https%3A%2F%2Fgenderlinks.sharepoint.com%2FMedia%2FEntrepreneurs%2520ready%2520to%2520present%2520their%2520presentation%2520on%2520their%2520business%2520during%2520National%2520summit%20Windhoek%20Namibia.JPG

do financial calculations. This has been expressed as making women feel more confident and proud; gaining the respect of partners, families and their community.

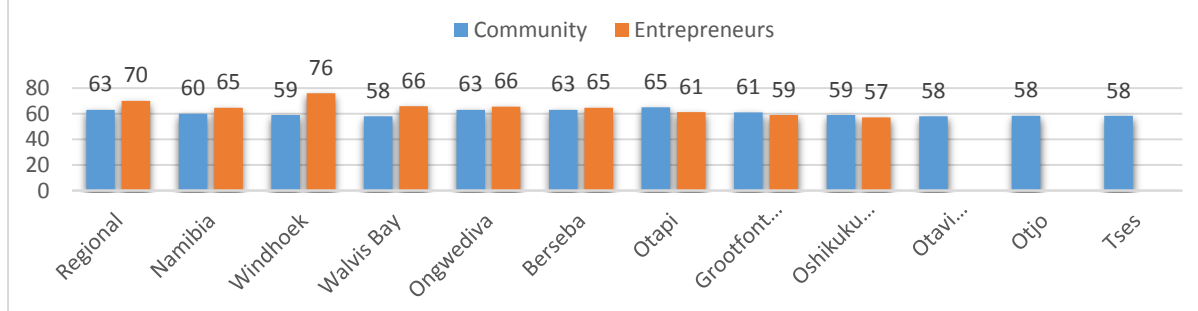
Personal income can create personal agency and relationship change: "I started the Gender Links training on 07 July 2014 at Oshikuku and didn't miss any workshops of Gender Links. Before I started the training I was suffering because I was not getting any income. In the past I couldn't make decisions in the house because my husband was always dominating me. He wasn't respecting me because I was not earning any income. I was not happy because my husband forced me to accept decisions that he made. He thought I am not mature enough to make the right decision. After I got the training for starting a business everything went back to normal in the house. This workshop helped me because I am getting income from my business. I make clothes for children and women and the business is really progressing well, even although I was facing challenges at the beginning. I did not have enough money to buy material for making clothes. Even although it was not easy at beginning, I tried my best and am where I am today." *Donatilla Amwaalwa from Oshikuku.*



	Baseline	Progress	Variance
Regional	70	70	0
Namibia	59	65	+6
Windhoek	66	76	+10
Walvis Bay	56	66	+10
Berseba	55	65	+10
Ongwediva	57	66	+9
Oshikuku Town Council	56	57	+1
Otapi	61	61	0
Grootfontein	66	59	-7

Figure 5.4 shows that Namibia's score increased from 59% to 65%. This is a variance of 6 percentage points. Windhoek, Walvis Bay and Berseba recorded a 10 percentage point increase in post training views on gender. Only Grootfontein recorded a drop in attitudes towards gender awareness and views on equality of 7 percentage points. Ongwediva rose from 57% to 66%. The regional score remained the same before and after at 70%.

Figure 5.5 Gender Progress Score of entrepreneurs versus community at progress



	Community	Entrepreneurs	Variance
Regional	63	70	+7
Namibia	60	65	5
Windhoek	59	76	+17
Walvis Bay	58	66	+8
Ongwediva	63	66	+3
Berseba	63	65	+2
Grootfontein	61	59	-2
Oshikuku	59	57	-2
Otapi	65	61	-4
Otavi	58	-	-
Otjo	58	-	-
Tses	58	-	-

Figure 5.5 shows an important distinction of progress at a personal and community level. Regionally the entrepreneurs score higher (70%) than the community (63%). The community average for Namibia is 5 percentage points lower than the

survivor's average score; meaning the overall perceptions of personal growth are stronger than perceptions of council progress in dealing with issues of gender equality.

Case study of the Berseba Village council in 2015 as apt of the follow up research process:



Berseba Village council receiving a certificate as a the runners up in the category of best rural COE at the National Summit in Windhoek, Namibia. Photo: GL.
http://gemcommunity.genderlinks.org.za/gallery/main.php?g2_itemId=52454

Berseba is a small Village with a population of 2500. Most of the residents are farmers. The Village joined Genderlinks Namibia in 2009 with GBV Action Plans and was elevated in 2012 to Gender Mainstreaming initiatives with a joint action plan. Since 2013/4 the first 'I' stories were written with survivors of Gender Based Violence. The council prides itself with having a majority of female councillors. "The absence of a sustainability frame work for survivors and entrepreneurship project means challenges are huge but determination to support the project is showing better outcomes' says the deputy Mayor of the Village Council."

The Council and community has taken ownership of the project. Slowly but surely, men are starting to understand their roles of peace makers in the home. The Village is in the process of attracting investors to the

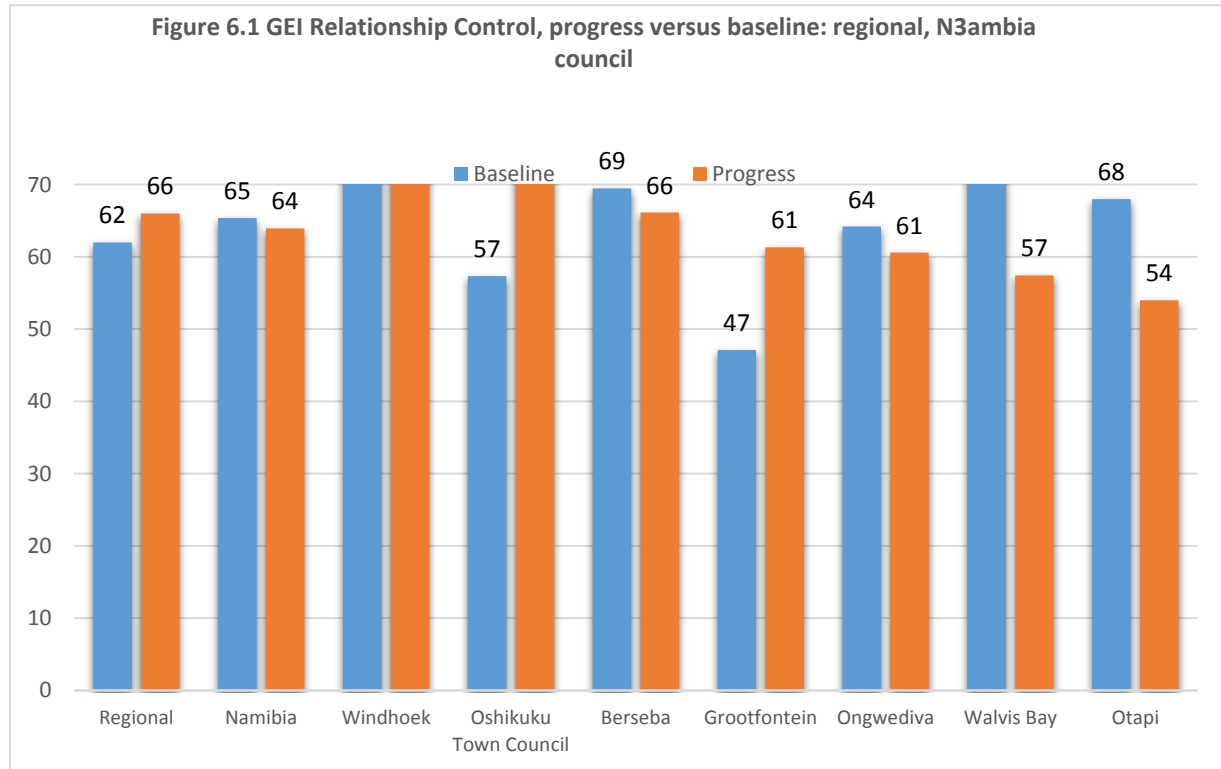
village, so that women and men can benefit from these resources. These are long term projects such as road infrastructures, sanitation, and housing and communications infrastructures. Procurement is a serious challenge for the community at the Village. Residents are not aware of any tender rules and have not seen any tender documentation. Before GLN came to the Village, its programmes were very weak.. 'During the stage two situation analyses, the GLN Country manager briefed Councillors about gender mainstreaming and we were shocked that the Council had no knowledge about how to engender policies, programmes and guidelines into the Council activities' the GC told the researcher during this case study interview. The Council says they needed some funds to facilitate a Gender Policy frame work. This will help them to accomplish the task of making sure by 2030, the SADC Protocol new deadline, the council has made all its policies and programming gender friendly. At Council management level, the councillors are now empowered regarding the contents of the SADC Gender and Development Protocol and have tools to make changes. They can use these tools to implement and advocate for accelerated implementation or integration of gender mainstreaming activities.

This Council has always been willing to support the women in between and after the workshops. Invitation are sent out to the participants for the workshops. The venue is provided free of charge. Sometimes printing of materials is also done at the Council and when needed access to the Internet. To show case their willingness to work with survivors, the Council organises regular meetings to brief them on the latest developments at the Village. This also includes other women who are not members of the survivors in the community. The entrepreneurs profile their own projects. The council uses platforms like community meetings and ward meetings to reach out to communities. Access to council jobs and economic development is a challenge for the village because of its low economic potential in terms of population. Many women have started their own small businesses. They have opened banking accounts with NamPost and others with Commercial banks at the regional capital of Karas. It is also important to note here that the Village of Beersheba only has a Post office for the resident's banking needs. *Interview by Sarry Xoagus-Eises.*

6. CHANGES IN CLOSE RELATIONSHIPS

Change in power relations

Regaining of relationship control is a key factor in this project which aims to empower women who have experienced GBV.



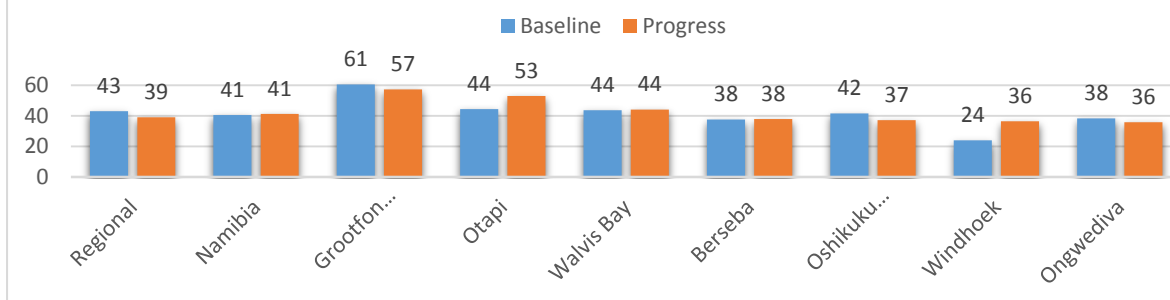
	Baseline	Progress	Variance
Regional	62	66	+4
Namibia	65	64	-1
Oshikuku	57	74	+17
Grootfontein	47	61	+14
Windhoek	73	75	+2
Berseba	69	66	-3
Ongwediva	64	61	-3
Otapi	68	54	-14
Walvis Bay	79	57	-22

Figure 6.1. A higher score in the table means that the survivor has more

relationship control.

The average relationship control levels in Namibia decreased by 1% overall. Regionally the overall score for relationship control increased from 62% to 66%, with Botswana highest at 82%, a 12 percentage point rise from before the project. Some Namibian councils however have recorded significant changes in relationship control; with Oshikuku showing a 17 and Grootfontein, a 14 percentage point rise. Four councils recorded decreases in relationship control; the most significant in Walvis Bay of 22 percentage points.

Figure 6.2 Gender Empowerment Index GBV experiences: regional, country, council



	Baseline	Progress	Variance
Regional	43	39	-4
Namibia	41	41	0
Windhoek	24	36	+12
Otapi	44	53	+9
Walvis Bay	44	44	0
Berseba	38	38	0
Ongwediva	38	36	-2
Grootfontein	61	57	-4
Oshikuku Town Council	42	37	-5

Figure 6.2 shows that the rate of GBV overall in Namibia stayed the same at 41%; higher than the regional average of 39%. Windhoek (from 24% TO 36%) and Outapi (from 44% to 53%) show increases in GBV.

The GEI also measured the extent to which women were experiencing GBV in their lives since participating in the programme.

Figure 6.3 Change in reported Experiences of GBV: regional, country, council

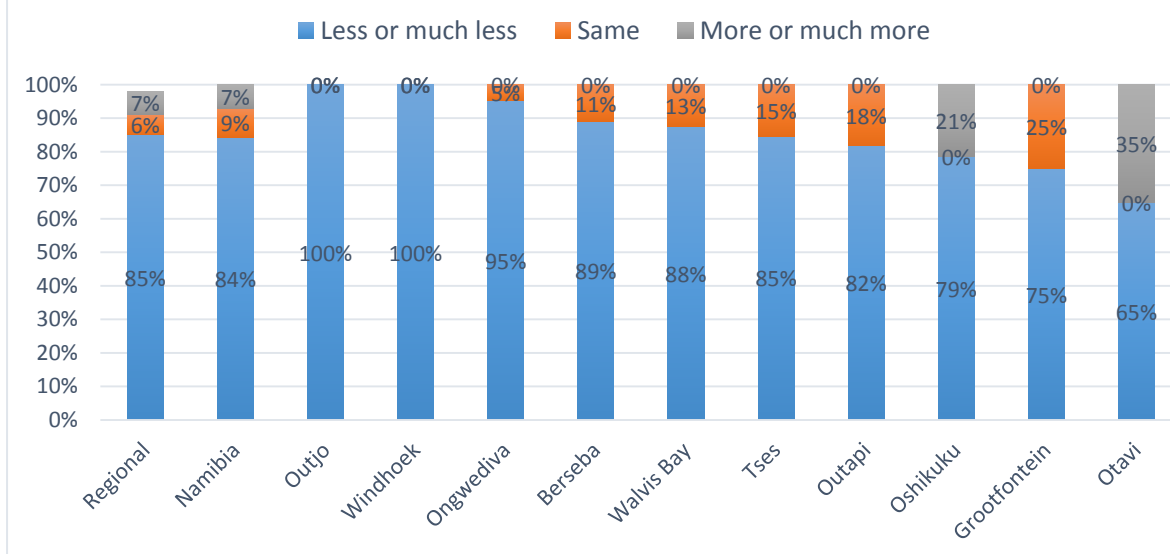


Figure 6.3 shows that the Namibia scored 84% for the perception of “less or much less” abuse after the programme compared to the regional 85%. The score for “more or much more” was 7% in Namibia. The score for less abuse is much higher both regionally and in Namibia than the level of increased levels of abuse. This indicates that most of the women experienced less abuse.

Positive changes in GBV experiences have been expressed by the survivors as a factor of gaining self-respect, self-confidence and understanding of their rights as women and in relationships. They have indicated that in many cases this has resulted in an increase in respect from partners and family and changes in the way that they are able to communicate with partners. The inflow of income into the family has also played a role in the reduction of GBV. This has also been attributed to gaining respect as a result of increased skills and the ability to earn income.. The GEI quantitative data shows participating survivors in Namibia have shown a decline in GBV experiences in a number of councils.

A descriptive view of this is gained through the reading of follow up I stories and the high levels of confidence expressed by these survivors; especially in their ability to stand up against abuse because of a better understanding of what GBV is and the impact it has on relationships. The ability to share their experiences with other women and not feel alone also rates high. Women have also expressed feeling empowered when they earn income, can support themselves and contribute to the household.

Changing lives interview with Allensia Garab from Outja: Allensia Garab is a married woman and a mother of five. She is has a manufacturing and sales business for the making of clothes for men and women and baking traditional biscuits and wedding cakes. Her business is located in Outjo operating at her home and her immediate customers are all residents of Outjo. According to her she never went to school to learn about her business but she emulated from her mother since her mother she was also doing sewing. She believes that her business is profitable and it has the potential to be replicated. She started this work to empower herself and be in a position to support her family. Garab had a dream that her business one day will grow and employ more people because she feels that unemployment is too high in her home town. Despite making clothes, baking of traditional biscuits and cake, she is also providing baking classes to the community at an affordable price. Her life has changed because she has money to support her family and she is planning to expand her business to other regions in order to serve more people. She has appreciated the GL entrepreneurship training programme because she has gained more knowledge of business management and today she can do her budget, planning and market research and her level of English has improved. She is happy about the environment she operates in since she is not facing any competition and her business is progressing very well. In order to improve the productivity of her business, she opted to hire one person who is assisting her to do much of the work especially selling finished products and washing bakery dishes. She managed to register this person with social security commission and is paying her reasonable salary. Garab says she registered her business with the Ministry of trade and industry, Ministry of finance and social security



Allensia Garab showing off her sewing products at the 2014 Summit in Johannesburg.
http://gemcommunity.genderlinks.org.za/gallery/main.php?g2_itemId=47667

commission and possesses all registration certificates which allow her to operate legally. She is anticipating that one day her business will extend to other towns because sometimes she does supply cake to weddings taking place in other towns where there is a huge demand but the problem is transport.

Garab says that her life has completely changed and she is enjoying her marriage more than before when violence was an issue of concern. She is happy that her husband gives her full respect now. She also appreciates being empowered by Gender Links through the training and GL summits she attended where she could learn from others how they operated their businesses. She is looking for a plot where she can build her own business place and she intends to secure a loan at the bank which she can afford to pay back. She is currently busy with the municipality of Outjo on the issue of land and she hopes soon her dream will come true. She is operating at her home and the space is too small in her house and kitchen. She won two awards from the GL summits and this has motivated her a lot. She says one thing she cannot forget in her life is when she travelled to Johannesburg to attend the GL regional summit in 2014 where she met different people and learnt a lot. Garab says that even though she did not win such memorable experience has boosted her moral of doing business.

7. CHANGES AT A COMMUNITY LEVEL

The perceptions of council support are gained through the inputs of facilitators, participants, focus groups and council's case studies. This is a significant account of the levels of support perceived to be available to the women on the programme. The significance lies in the aim of the project to engage the COE councils to take over responsibility for supporting the women to get further access to support and opportunities at a local level once GL had completed the project. The outcome has not been as good as was anticipated. The overall regional average is 54%. The country with the highest level of support from councils at 76% is Zimbabwe followed by Madagascar and Mozambique at 70%. This outcome points to the need to review the selection and management of COE participation in the programme going forward.

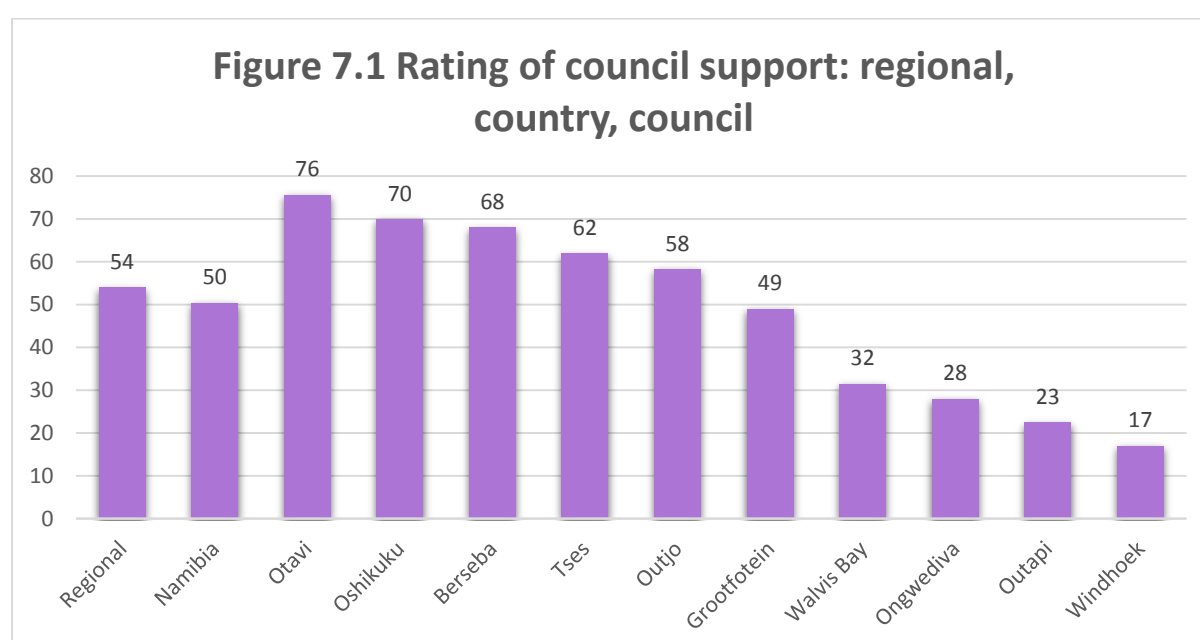


Figure 7.1 shows an average score at 50%; marginally below the regional average (54%). The lowest scoring councils are Windhoek (17%), Outapi (23%), Ongwediva and Walvis Bay. Walvis Bay (32%) has scored low.

Focus groups discussion sheds light on reasons for low scores in Walvis Bay:

"Participants say although they have learnt how to apply and where to access finance, it is still a challenge for them to access this. They believe GL should intervene and help them access finance. They are able to team up and work together. The project could be sewing, a day care centre and catering. However capital, land and infrastructure is a major challenge. Registering certificates and compliance issues are also challenges women face. Some of the women still run their business unregistered because of the challenges they face. There is also a challenge to establish a new business in Walvis Bay because the name of the business needs to be well known to succeed. It depends on whom you know. Corruption is high."

Source Focus group facilitator Fabian Sampaya.

Focus group account for Oshikuku reflects positive attitudes towards the council:

"The Entrepreneurship programme has been helpful because it has opened minds about opening business ventures. The programme has improved the lives of participants and given them hope and self-belief. They say they can now find solutions to challenges and have learnt the importance of diversity of products and the importance of saving. Participants

have also learnt that GBV is a real issue and should be stopped. Others have taken the initiative of stopping it. The change is there but more still needs to be done to reduce the current levels of violence in the community. The training has improved their public image because of the certificate they got after attending. The community around them now views them in high esteem. Some of the participants still depend on their partners so this is still a big challenge. The training is good but participants believe that the perpetrators of GBV are still at home and need to be trained as well. They believe it would go a long way in reducing GBV. The women have more sustainable linkages with the council of Oshikuku through this training. The major problem is access to financial capital to start up the businesses. Sometimes the women lose their income because the husband takes their proceeds and disappears with it. Thieves are also a major headache in Oshikuku. The training has opened up new opportunities for women in Oshikuku and has been a great networking opportunity. The council has pledged to provide proper marketing spaces for the residents. The participants need computers to use to capture and record their businesses. They also need equipment to run and improve their businesses. They also propose that GL brings sewing machines so that they can use to start a sewing factory. Most of the participants has banking accounts to receive and save money in the accounts. Only two participants still do not have banking details.” *Source Focus group facilitator Fabian Sampaya.*

Figure 7.2 Breakdown of rating for council support.

Area Assessed	Country Average
More supportive attitude towards ending GBV in their locality as a result of the project	80%
More supportive attitudes towards women’s economic empowerment as a result of the project	71%
Access to market stands	70%
Participation of GFP and GC in the workshops ie attended, gave input etc.	66%
Helping to ensure participation of the same participants at each stage	64%
Strengthening of the council’s gender action plan as a result of the project	64%
Support for the project at top leadership level eg CEO, Town Clerk, Mayor	63%
Helping to identify the target group.	61%
Contribution to organising participants for workshops	61%
Council provision of venues at no or reduced cost	60%
Input by council staff during the workshops	59%
Ownership of the project	58%
Willingness to support the women in between and after the workshops	55%
Access to land	52%
Profiling of the project	50%
Assistance by the Council in identifying government services and support available locally	46%
Support for opening bank accounts	43%
Assistance by the council in identifying CBOs and NGOs to participate	39%
Assistance by the Council in identifying financial services or funds	36%
Access to start-up finance	35%
Additional training or mentorship	33%
Assistance by the Council in identifying private sector companies to attend workshops/offer support	28%
Access to council procurement/ sub-contracting possibilities	23%
Access to computers/IT	23%
Access to council jobs	22%

Figure 7.2 shows Namibia scores high in two key areas; support to end GBV (80%) and enhanced attitudes to access to economic mainstreaming (71%). However a number of key areas of support are low in Namibia. Identifying and organising women to participate in the programme at 61% is low. Assistance in identifying local resources to meet with women in Phase three scores very low; private sector (28%); financial services (36%) and procurement opportunities (23%). Access to financial services and start-up capital (35%) is not surprisingly as this is one of the biggest challenges women phase in this target market. Places to trade in organised markets are higher in Namibia at 70% than the regional average of 56%. Senior leadership commitment to supporting the programme and the survivors in Namibia scored 63%. A lack of leadership will have the effect of undermining the programme.

Despite the participation of some gender focal persons and other staff in some councils, the participation of both scored low. Another important expectation of councils is that they would support the women in between workshops. This too seems to have been an unfulfilled expectation in most cases, scoring only 58%. An extension of this would be that the councils offered additional training and or mentorship directly or indirectly through local government programmes. At 33% this clearly has not materialised in most cases. Not entirely surprising given the level of businesses the women are involved in procurement opportunities were few at 23%. Some women (22%) however did secure jobs with councils.

Community attitudes

Attitude surveys measure perceptions of gender and gender mainstreaming.

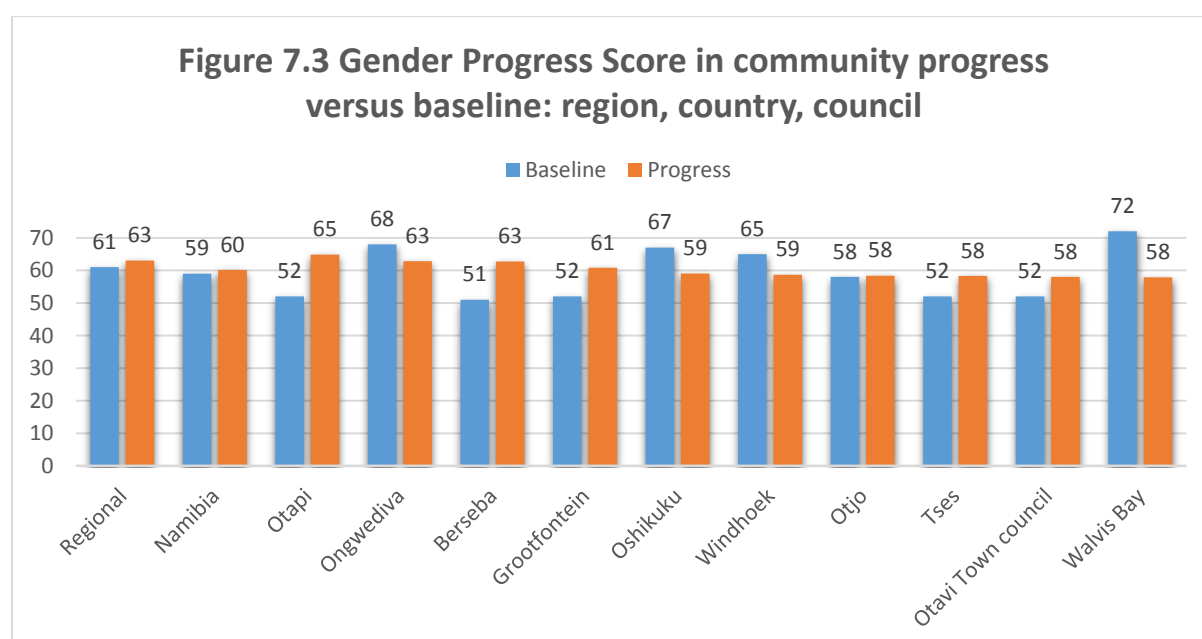


Figure 7.3 shows a regional average for gender progress rose from 61% to 63%. The overall average for Namibia rose from 59% to 60%. Gender progress was recorded in five councils; namely Otapi (from 52% to 65%), Berseba (51% to 63%), Grootfontein (52% to 61%) and Tses (from 52% to 58%).

8. CHANGE AT SOCIETAL LEVEL

A key question is what the desired changes at this level are and how do we get there? What are the desired goals in the longer term for the achievement of real change in society to end GBV and liberate women economically?

The programme has provided some evidence to suggest that there is a link between economic independence and a reduction in GBV at the individual and close relationship level. The project has generated interest and provided skills and knowledge to enhance understanding at the local government and community level. The bigger challenge for the long term is the public realm of power which ultimately defines national policy and strategy that impact on the lives of citizens.

SADC is the only region in the world with a legally binding omnibus instrument for achieving gender equality in the form of the SADC Protocol on Gender and Development. The SADC Gender Protocol (SGP) has 28 targets to be achieved by 2015, compared to the eight targets in the MDGs specific to gender, or in which gender has been mainstreamed. Global debates on the post 2015 agenda recognise the limitations of the MDG “basic needs” approach, especially with regards to gender equality. The clamour in the debates on the Sustainable Development Goals (SDG’s) that will succeed the MDG’s is for a rights- based approach.

The 2008 SADC Protocol on Gender and Development (the Protocol) recognises the centrality of economic justice to achieving gender equality. Of the 28 targets in the Protocol, seven concern productive resources and employment. These include economic policies and decision-making; the multiple roles of women; economic empowerment; access to property and resources as well as equal access to employment and benefits.

Economic justice starts with ensuring that resources and strategies adequately serve women’s needs. Women have for many years trailed behind in accessing resources that would lead to their economic emancipation. The SADC Gender Protocol economic development targets are very advanced in spite of the many challenges in attaining them.

The Protocol contains a number of important articles relevant to economic justice and empowerment. It provides that state parties shall, by 2015:

- Ensure equal participation by women and men in policy formulation and implementation of economic policies.
- Ensure gender-responsive budgeting at the micro and macro levels including tracking, monitoring and evaluation.
- Conduct time-use studies and adopt policy measures to ease the burden of the multiple roles played by women.
- Adopt policies and enact laws which ensure equal access, benefits and opportunities for women and men in trade and entrepreneurship, taking into account the contribution of women in the formal and informal sectors.
- Review national trade and entrepreneurship policies to make them gender-responsive.
- Introduce affirmative-action measures to ensure that women benefit equally from economic opportunities, including those created through public procurement processes.
- Review all policies and laws that determine access to, control of, and benefit from, productive resources by women.
- Review, amend and enact laws and policies that ensure women and men have equal access to wage employment in all sectors of the economy.

The Ministry of Gender Equality and Child Welfare (MGEWCW) mainstreamed gender at the level of the regional governance clusters with the assistance financially from Gender Links. This process is aimed at integrating the Ministry's Coordinating Mechanism into the regional cluster with GL Namibia. Key to the success of the work in Namibia has been the very strong, supportive and mutually respectful relationship between GL and Namibian government departments.

The participation and sharing of knowledge and good practice comes together annually at SADC Gender Protocol@work summits held at both district and national level in Namibia. These are an opportunity for rural and urban councils to share best practice in terms of the work they are doing to mainstream gender at a local level and cascade this to regional and national structures.

It is essential that in the post 2015 agenda that urgent attention is paid to the scourge of GBV and the economic status of women in Namibia; one of the countries in the world with unacceptable levels of GBV. The 2015 Gender Protocol Barometer calls for: the strengthening of legal and policy frameworks to address all forms of violence against women at country level, the adoption and reforms of laws; increased efforts to implement and enforce laws and improve women's access to justice and continued efforts to adopt and improve national action plans.

To be effective such changes need to be followed through, monitored and well resourced. There is also a need to improve the availability of evidence and data in different forms of GBV, prevalence, attitudes and consequences.

Overall this requires committed leadership, coordinated efforts amongst stakeholders and greater visibility of the issues presented by the GBV epidemic. At the heart of GBV is patriarchy. Far more attention needs to be given to the cultural and traditional practices that undermine the rights and status of women in line with the provisions of the constitution.

Women need greater access to the ownership of land and property to leverage their access to finance for business. Policies and strategies for more inclusive and gender aware financial services are needed to fulfil the aspirations of women in the economy. Business development services need to be more readily available to women and the quality and types of the services are concomitant with the needs of women; rural and urban, big or small.

There is a need to break the stereotypes of women in business. Factors that undermine women in the workplace are far from addressed and more women need to be in key leadership positions in the economy in the public and private sectors to advance gender mainstreaming and equality.

Having laid some of the groundwork at a local level, it is essential that GL continues to reinforce the COE work at a local level and to work towards cascading these achievements to provincial and national government structures and ministries. To achieve change at the societal level GL needs to work with partners and the Alliance in strengthening the war against GBV and economic injustice.

SADC Protocol@work



Employees of Nkurenkuru Town Council after a gender action planning workshop, Namibia, 2013

Photo: Laurentia Golley

http://gemcommunity.genderlinks.org.za/gallery/main.php?g2_itemId=39372

The **Nkurenkuru Town Council in Namibia** aims to develop its economy in a gender responsive, structured, coordinated and sustainable way, with an emphasis on the agriculture, inland fisheries/ aquaculture, eco-tourism, and service sectors. Innovativeness, for example regarding renewable energies, recycling or manufacturing /processing is welcome.

The council will conduct a feasibility study to identify the gender sensitive economic benefits on the use of trees and shrubs to develop the economic, social and environmental base and potential of the town and the region at large in tourism and the wood industry. This is reflected in the Local Economic Development (LED) strategy of

the council and other national documents that stimulate national growth and development.

The study will incorporate baseline data on natural, human and other resources and define comparative and competitive advantages that can be used for the benefit of the town and its community in a gender responsive manner. The project will include NAM\$ 400,000 dedicated to gender mainstreaming activities.

Women will benefit through training to be registered as wood harvesters to control the types of trees and wood being harvested and brought to the kilns or processing plant. Women are also set to benefit from the tourism industry in the locality which will link dry woodlands, forests and the green grazing lands for livestock. *Source: SADC Protocol@work case study submitted by Nkurenkuru Town Council, Namibia, May 2015*

Four new targets are proposed for **productive resources**. The first target focuses on promoting the growth of women owned businesses through guarantees of equal access to basic services, immovable property and financial services and entrepreneurship. Indicators here include the percentages of women with documented proof of tenure and perceptions that rights to property are upheld. Other indicators to consider are the percentage of women and men with title deeds to various properties, the percentage of communities with increased access to various services in their vicinity – such as water and electricity, and the number of LED programmes where men and women participate equally.

The area of **ICTs** is a proposed new addition to the Protocol and has two suggested targets, namely ensuring through legislation and policy, equal employment and opportunity in the ICT sector, women's equal access to internet and ICT infrastructure and training opportunities to ensure full usage of ICTs for women. Progress in this target area will be measured by the percentage of women working in the area of ICTs, disaggregated according to sector and type of position or job within the sector. Indicators



Participants being trained how to use computers in Namibia. Photo:

GL http://gemcommunity.genderlinks.org.za/gallery/main.php?g2_itemId=52332

will include collection of baseline data on women's internet usage, training programmes available for girls and women and the numbers of women enrolling and completing these programmes. Informed by projects such as this one, GL and the SADC Gender Protocol Alliance will be lobbying governments to come up with the strongest possible provisions for the Post-2015 SADC Gender Protocol.

9. VALUE FOR MONEY

Gender Links' partnerships with local government authorities is seen through council's increasing contributions to gender mainstreaming. Council's ownership and commitment to promoting gender equality is very valuable to ensure concerted efforts in cash and kind.

As a small organisation with large footprints that leave lasting imprints, concerted effort is required to achieve numerous goals and objectives, especially within a tight budget. Council's increasing cash and in-kind contributions demonstrate that they are taking ownership, driving the gender agenda and enabling GL to cascade its work within a tight budget and limited human resources. Whilst modest compared to councils in some of the other countries, the Namibian councils none the less contributed R 164342 to the COE process as a whole which included in kind support. Where possible councils provided free venues for the running of entrepreneurship workshops and participated in the programmes wherever possible to support the women e.g. judging at summits or evaluating business plans. The provision of venues for the entrepreneurship workshops created a saving of at least R120000 to the programme in Namibia.



Berseba Village council receiving a certificate as the runner up in the category of COE; National; Summit in Windhoek 2015. Photo: GL.

http://gemcommunity.genderlinks.org.za/gallery/main.php?g2_itemId=52454

GL defines **value for money** (VFM) as the "judicious and strategic management of resources to enhance economy, efficiency and effectiveness of our work to promote gender equality and justice in Southern Africa." In 2011, GL expanded its Results for Change Manual to include VFM.

As a small organisation with large footprints that leave lasting imprints, concerted effort is required to achieve numerous goals and objectives, especially within a tight budget. Council's increasing cash and in-kind contributions demonstrate that they are taking ownership, driving the gender agenda and enabling GL to cascade its work within a tight budget and limited human resources.

Most of all, the programme represented a massive investment in rehabilitating women whose productive potential has been seriously undermined by GBV. In one year, they increased their income by 66%. When this is extrapolated over the remainder of their lives, the ripple effects grow wider and wider.

Wherever possible, GL used venues sponsored by the councils for the workshops. On the downside many rural council's did not always have user friendly access to the Internet. Lack of electrical points when doing the computer training or holding interactive exercises such as cyber dialogues also posed some challenges. None the less workshops went ahead and delivered good results.

GL used local caterers obtaining three quotes for all of these transactions except in rural areas where often there was only one supplier. Working in rural areas requires flexibility when such challenges need to be overcome. Examples of VFM arrangements include:

Support for the COE process in Namibia:

Council ownership – the example of Otavi: “The Otavi Town Council has been a GL Center of Excellence in Local Government (COE) for three years. The Council management (top Leadership) support Gender Links Namibia projects. It is on this basis that the Council budgets for gender links activities every year. The Council provides venues free of charge whenever there is a Gender links seminar or activity. The Gender focal person (GFP) and Councillor always attend gender workshops to sensitize women to take ownership of their position in life. Council through its Local Economic Development & Community Service Officer identify targeted groups of women to help assist them with projects. Council also helps them to participate in different workshop to improve their knowledge. Some of the women attend community development meetings and council meetings to listen whether the issues affecting them are addressed. Council support to the entrepreneurs is great. Council provides venues to entrepreneurs where they only pay electricity for the usage of the space. Council through its stakeholders in development give entrepreneurs training such as Business Management, IT and financial management trainings. Council also provides them with equipment. Otavi Town Council assists survivals to open banking accounts for their businesses help with registering entrepreneurs in different Expos and Festivals to display their products.” *A case study by Sarry Xoagus-Eises shows how this council provides in-kind support in many different ways.*

Council fund raising for the programme – the example of Berseba: This Council has supported the women in between and after the workshops. Invitations are sent out to the participants for the workshops. The venue is provided free of charge. Sometimes printing of materials is also done at the Council and when needed access to the Internet. To show case their willingness to work with survivors, the Council organises regular meetings to brief them on the latest developments at the Village. In May 2015 they organised a “Reality show” to collect funds to support the women’s initiatives. The deputy Mayor encourages the entrepreneurs to profile themselves not only at the Village but to also visit other towns during Trade Fairs to showcase their products.



Members of the Berseba council showing off their certificate for the runner up of the best urban COE award. Photo: GL.
http://gemcommunity.genderlinks.org.za/gallery/main.php?g2_itemId=52090

Smart partnerships with the private sector

One of the ways in which the programme has sought to harness the private sector so far has been in the form of introducing local businesses, funders and any other organisations with potential resources to offer; to meet with the women. Interested parties are asked to pledge their support do that this can be followed up. Arranging for people and organisations to come to such meetings is also part of the in-kind support provided by committed councils. Small businesses in Berseba for example have proffered offers to train, donate funds or help the women to market their businesses. Again support which cannot be bought.

Enhanced agency

Table 9.1 provides information on increases in monthly income as a result of the project. Overall, annual income rose from R 7 131 680 to R10 789 564, a 66% increase across the 10 participating countries. Increases in income range from 14% in Mozambique to 123% in South Africa, followed by Mauritius and Namibia at 83% and Botswana at 81%.

Table 9.1: Increased earnings as a result of the project

	Monthly net income before project	Annual net income before Project	Monthly net income after project	Annual net income after project	Increase from before to after project	% Increase
Regional	R304 823	R3657 884	R 899 13	R10 789 563	R 7 131 679	66%
South Africa	-R10 542,00	-R126 504,00	R45 241,00	R542 892,00	R669 396,00	123%
Mauritius	R5 417,00	R65 004,00	R31 234,00	R374 808,00	R309 804,00	83%
Namibia	R13 916,00	R166 992,00	R81 220,00	R974 640,00	R807 648,00	83%
Botswana	R7 395,00	R88 740,00	R39 640,00	R475 680,00	R386 940,00	81%
Zimbabwe	R90 203,00	R1 082 436,00	R254 510,00	R3 054 120	R1 971 684,00	65%
Zambia	R93 131,00	R1 117 572,00	R239 887,00	R2 878 644	R1 761 072	61%
Lesotho	R17 788,00	R213 456,00	R44 451,00	R533 412	R319 956,00	60%
Madagascar	R69 241,00	R830 892,00	R133 084,00	R1597 008	R766 116,00	48%
Swaziland	R16 094,00	R193 128,00	R27 330,00	R327 960	R134 832,00	41%
Mozambique	R2 180,67	R26 167,99	R2 533,33	R30 399,96	R4 231,97	14%

Enhanced personal agency creates change for the individuals concerned, enhancing their agency and income generating capacity. This is ultimately the greatest leveraging impact of the programme: Some wonderful examples have come out of the programme in Namibia.

"After she opened up the business, her personal life changed dramatically. For now she can buy clothes, cosmetics, food, and even school uniforms for the kids at home, all this could not be done when there was no business. She now helps out her husband with financial assistance when he is in need of money. Her husband use to abuse alcohol a lot and she was experiencing violence and abuse almost every week. Her husband use to take the business money to buy alcohol, leaving at home no money to buy food for the family but because of her influence of what she has learnt from Gender Links, he is now a changed man. He does not abuse alcohol anymore. He assists the business financially when it is facing hardship, he even decided to open up a bank account for the child so that they can start saving now for their children's future. The level of peace in her personal life has increase and now she does not experience any form of violence and abuse." *Karen from Ongediva.⁹

⁹ Not her real name.

10.CONCLUSIONS AND RECOMMENDATIONS

The FLOW project to empower survivors of violence personally and economically has yielded encouraging results. The mixed method research has helped to quantify and investigate the personal experiences of over 1000 women in ten countries of Southern Africa; bringing the richness of multiple variables into the outcomes. Urban and rural women of different ages, educational levels, language and cultural backgrounds contributed to the nuances of the complex subject of gender based violence (GBV) and the economic status of women.

The overall regional and country results did not achieve all of the objectives in all of the councils and countries. However, the assessment offers rich learning on ways in which the programme can be revised and enhanced.

Overall rating of the project per council

It has been very important for GL to understand the level at which participants have valued the programme and felt that it had been a worthwhile engagement for them. The regional average rating for the project is 89%; the highest achieved in Mozambique at 95%. The lowest score in the region is Swaziland at 81% which shows that all countries scored in excess of 80% which is a good result and shows that the pilot has achieved a level of success which forms a sound basis and motivation for the project to expand in the region.

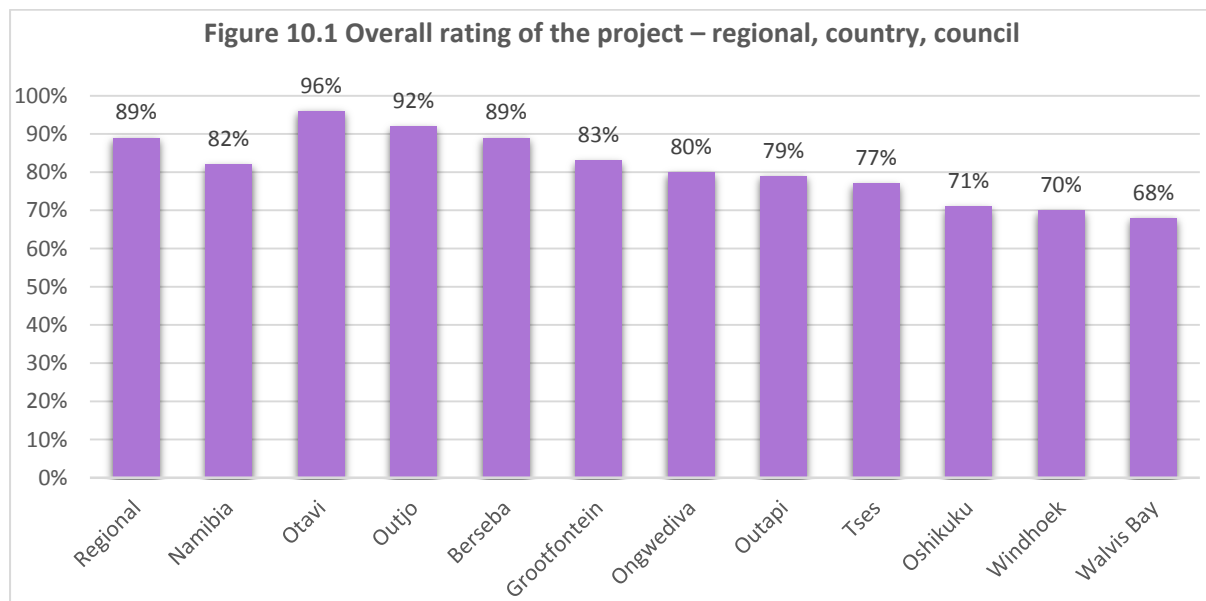


Figure 10.1 shows Namibia's average rating of 82%; a pleasing result showing high levels of satisfaction from the women that had been able to attend. The highest level achieved was Otavi (96%), with Outjo coming second with 92%. The lowest score is once again Walvis Bay at 68%.

A number of different aspects of the project were assessed in terms of the participant engagement with the programme.

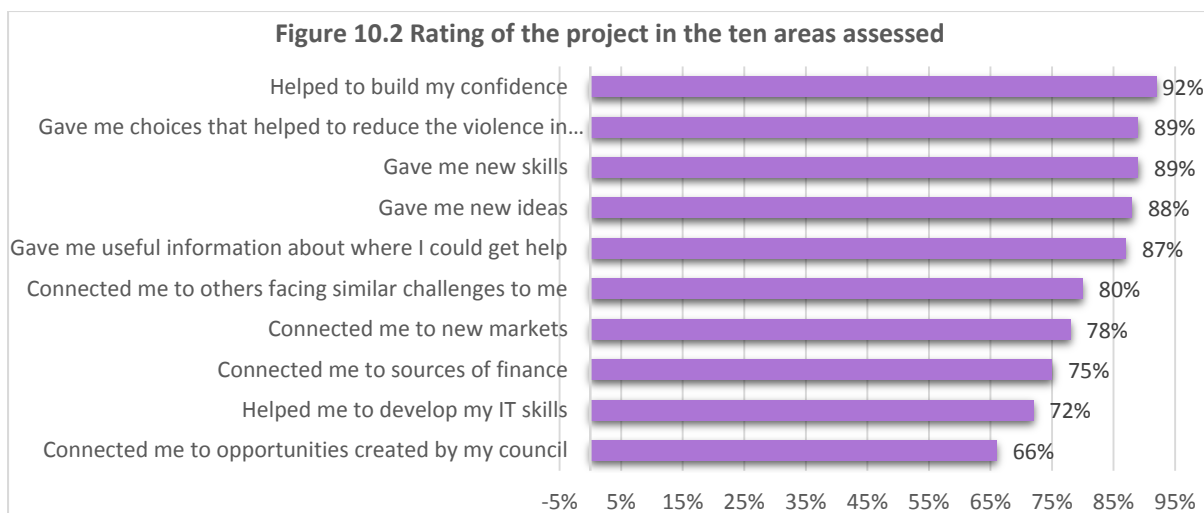


Figure 10.2 shows the building of confidence through participation comes out very strongly in both the quantitative and qualitative research. In the quantitative data this scored 92%. Giving choices to the women to escape from GBV came in second at 89% as did the acquisition of new skills. Connecting women with other women experiencing GBV was a very popular aspect of the programme and this is also evidenced at 80%. Issues would be the prerogative of the councils scored lowest in this survey. Some of these expectations would be for example procurement opportunities, further training, learner ships or the provision of mentorship resources; directly or indirectly. This is very disappointing as it was anticipated that this would be a key anchor for the ongoing support of the programme and the women.

Conceptual framework: The ecological model in GL's Theory of Change which explores power and change at the individual, close relationship, community and societal levels in a holistic continuum of inter locking relationships in the home, the family, community, society provided the conceptual framework for the project. The last objective of societal change will be a progressive process of change and will not happen overnight.

Participation: 156 women in Namibia started and 128 completed the third stage of the project. Ideally all women would have gone through the three stages. However, given their circumstances, this is a good result. Some who left did so for positive reasons – for example they got another job or decided that business was not for them. Their heart-breaking and compelling stories provided the foundation of the further understanding of the scourge of GBV in the region. These are also stories of incredible resilience, courage and fortitude.

Demographics: The women were predominantly over the age of 40 with limited levels of education. It is not clear why the programme attracted mainly older women, except that this reflects a clear need for help and support within this bracket. During the review, GL realised the need to target younger women in the next phase, so as to stop violence before it starts. It has also been identified that men need to also participate in GBV educational programmes.

Local government served as the anchor: A unique feature of the programme is that GL worked with 101 of the 425 Centres of Excellence for gender in local government; 10 of these in Namibia. By joining the COE programme these councils had made a commitment to improve gender mainstreaming in their councils and to draw up gender and GBV action plans to address inequality. Local government is closest to the people, easiest to access and a potentially powerful agency for change at a community level. This project served to

underscore economic empowerment as a key focus in enhancing the work already done with councils.

GL had high expectations of the councils, with mixed results, that call for greater rigour in the future: The report provides numerous examples of councils that stepped up to the plate, offering a range of services and support that ensure sustainability. However, in some instances the expectations proved overly optimistic. The model assumed that the COE would have the resources and willingness to nurture and absorb these emerging entrepreneurs, the knowledge and infrastructure to manage the development of the participants and their businesses. Overall, council support scored 54% with three countries, Zimbabwe (76%), Madagascar and Mozambique (70%) scoring the highest. At 50% Namibia has not yet achieved the full support of all the participating councils. The highest score was achieved for Otavi (76%) with Oshikuku following at 70%. Some very low scores were achieved by some of the other councils; most notable Windhoek (17%), Outapi (23%) and Ongwediva (28%). This means that more backstopping and review of the process going forward will need to be undertaken.

Economic empowerment is a key success factor in reducing GBV: The results of the assessment show high levels of confidence building, self-esteem and gender rights recognition. Women also indicated high levels status building at home, with family and their community because of the skills they had learnt, their ability to run a business, support themselves and support other women. Women often talked about being respected more since they had become independent and able to support their families and or themselves. Participants scored the project at 92% for helping build their confidence, 89% for giving them choices to reduce violence and 80% for connecting them to other women with similar life experiences. The latter proved to be a key area in their healing and “coming out” on GBV. Many had been hiding and embarrassed not fully understanding the abuse or recognising it as abuse. The writing of personal accounts of GBV (I stories), meeting other survivors, hearing other stories and the life skills training as a combination of methodologies has had a significant impact on the reduction of GBV in this target group.

Enterprise activity increased with significant outcomes on income: Women learnt tools that stimulated their interest in enterprise development and helped them to run their businesses more effectively. In interviews, the women often made reference to the way they were applying the knowledge to their business and households. Budgeting, pricing and managing their income were frequently referred to; “I have learnt to save and not spend all my money” was a sentiment often shared. A propensity to save and the opening of bank accounts (39%) to save are significant outcomes for this target group.

The impact on monthly and annual income was also measured. The average monthly income for participants in Namibia rose from R13916 to R31234 after the programme. This represents an annualised country increase of in income of 83% higher than before the start of the programme. Enterprise activity was also measured 51% reported growing their businesses, 39% added new products, 38% found new markets and 50% percent started a new business. The application of the training curriculum was often given as the reasons for growth and product diversity.

Women faced key structural barriers that point to the need for greater policy level engagement in the future: Impediments to business included access to finance and suitable places to run a business as the most challenging barriers they faced. Participants and facilitators also cited lack market opportunities and infrastructure as challenges. These challenges are not unique to this target group, however their particular circumstances add to the many layers of challenges faced in starting small enterprises. As documented in chapter eight, GL’s efforts to engage with local, national and regional

agencies that should offer support need to be systematised and agreements signed before further roll out to enhance chances of success and sustainability. This is much more achievable in the second stage, using the results of the pilot project that need to be leveraged to maximum effect.

The way forward

Table 10.1 summarises the strengths, challenges, opportunities and way forward, internally and externally. This section summarises key actions to be taken in sustaining and expanding this promising pilot project in Namibia:

Councils

Backstopping of the programme in existing councils: In 2016, GL will call on the 10 councils to strengthen support for entrepreneurs in the pilot phase, consistent with the support that the entrepreneurs state that they need (see below). GL will enter into an MOU with these councils concerning this follow up support.

Review of selection procedures of councils for the roll out: Greater emphasis will need to be placed on assessing councils prior to implementing of the project in any COE. Before expanding the project in 2017 a framework will be developed for these assessments and councils selected on this basis. The twenty criteria used to assess council support in the review will be used to share expectations at the start. These criteria will form the basis of an MOU with participating councils. The number of councils will also be reduced per country to optimise cooperation and monitoring of councils. This will also allow for focussed planning with individual councils in pursuit of a common objective for the income enhancement of survivors and economic mainstreaming in local government policy.

Selection of councils for 2017: COEs should be selected that have the resources, capacity and willingness to provide support to women in the longer term. The geographic proximity of councils will need to be taken into account so that councils can be linked where feasible into a clustered into a hub and spoke type arrangement for peer support, learning, cost effectiveness and sustainability. The assessment of potential councils will begin in September 2016 for roll out in February 2017.

Training of COE gender focal persons to backstop and roll out the programme: Relevant staff in the backstopped councils in 2016 will receive training on programme content, logistics and management to facilitate the ongoing running of the project. New councils for 2017 will receive this training as well.

Participants

Mapping those who need support: GL will use the GEI forms and I Stories to map entrepreneurs in each county still in need of support, and work with councils and through mobile technology (see below) to offer the support. Some 10 to 20% of the women with the best business plans in the participating backstopping councils will be eligible for selection for mentorship to promote their growth and sustainability. These will be assessed by their business plans presented and evaluated in phase three.

Continuing support for other women: For those participants that do not qualify for mentorship, regular meetings will be held for additional training, verification of progress and peer group mentoring. In each council the mentored women in business will form a business women's committee, which will include all the women running businesses from the project. This will be open to all women in business in the community to share, learn and network. They will also form the basis of a peer mentorship group to be facilitated by the facilitators of the training programme.

Development of peer support: Two or three women from each council/community who have had the training will be trained as trainers and peer workshop facilitators in their community as an income opportunity.

Selection of participants will be strengthened and include young women: The selection process for participant will also be revised to reduce the number of dropouts and determine the entrepreneurship aspirations of potential candidates. GL will specifically target young women and include male partners in the design of the programme.

Content and use of IT

Workshop materials and course accreditation: The original manuals will be revised by head office in consultation with qualification authorities in each country. These will be approached to explore the potential to accredit these manuals as an entry level life skills and entrepreneurship course on the basis of the importance of building confidence and self-esteem in the running of an enterprise.

Creating a mobile community of practice: With 88% of the women in the project reporting that they had a cell phone, GL has identified this technology as the “way to go” in leveraging the project in the future. GL is in discussion with IT companies on creating a mobile community of practice for the entrepreneurs, within councils, in-country and across borders. An interactive, low data platform will allow participants to post questions on pertinent business, GBV, sexual and reproductive health and rights issues. It will enable crisscrossing linkages in local languages that defy colonial borders and broaden horizons. GL will pilot this low cost, high impact activity from mid-2017 as we seek other sources of funding for the project.

National, regional and global engagement

Inclusion of and commitment by national and regional agencies: GL will conduct a mapping in each country of national and regional agencies that can support the programme going forward. These will be invited to the launch of the report/s and DVDs, and asked to make public commitments to the programme, that GL will follow up through MOUs.

Potential funding agencies will be identified from the start: In particular, potential funding sources will be identified and involved from the first phase of the training rather than brought in at the third phase. This will include microfinance, banks, corporate foundations and any possible sources of seed capital.

Diversifying funding: The funding model needs to be revised to include more diversified potential for funding. A concerted effort will be made to identify and approach the private sector to become partners in the development of the programme and the entrepreneurs, using the Zimbabwe Net One example. Other NGOs and programmes with the capacity to provide mentorship and training will also be identified and approached at a local level where the backstopping is taking place. This will include the following up of pledges.

Knowledge and sharing: Through its membership of the SADC Gender Protocol Alliance, FEMNET, the Women’s Major Group, the FLOW Community of Practice and others, GL will continue to participate in knowledge sharing and lobbying on economic empowerment and ending gender violence community by community, once and for all, by 2030.

Table 10.1: Strengths, challenges, opportunities and way forward.

	Strengths	Challenges	Opportunities	Next stages
Internal	Methodology <ul style="list-style-type: none"> • Unique approach to ending GBV. • Manuals developed in house. • M&E tools developed in house. • The programme has been piloted, tested and assessed and is ready to be cascaded with a few revisions. 	<ul style="list-style-type: none"> • Little available to guide development initially. • New area of activity for GL. • Funding was only available for a pilot. 	<ul style="list-style-type: none"> • Add to body of knowledge on the link between economic independence and the reduction of GBV. • The programme can be cascaded to other provinces and councils. • Develop sustainability framework for councils to adopt and maintain the programme. • Twin strong councils with weak councils to optimise impact. 	<ul style="list-style-type: none"> • Revise manuals and tools in line with learnings. • Review selection criteria for councils and participants. • Raise funds. • Link councils in a “hub and spoke” arrangement to cut down on costs and logistics and enhance sustainability.
	Participation <p>1350 women completed Phase three – marginally short of the target of 1500.</p>	<ul style="list-style-type: none"> • Levels of literacy and numeracy were low in some councils. • Dropout rates in some councils. • Selection criteria were broad and therefore workshops groups were often at different levels of literacy and understanding. • Women were not 	<ul style="list-style-type: none"> • Review Selection criteria and literacy levels. 	<ul style="list-style-type: none"> • Revise selection criteria • Be clear about target group.

	Strengths	Challenges	Opportunities	Next stages
		assessed prior to selection.		
	Logistics Trained in 10 councils in Namibia	<ul style="list-style-type: none"> Distances to be travelled to councils and between councils was often long and logistically challenging. Planning of workshop timetables were not always optimally planned for impact. Support for the participants between workshops was limited. 	<ul style="list-style-type: none"> Can be extended to many more councils with special attention to distances. Create relationships between councils for support and peer learning. Revise timetable to suit needs of the participants. 	<ul style="list-style-type: none"> Review council selection process. Twin councils for peer learning and support.
External	Impact on GBV <ul style="list-style-type: none"> Willingness of survivors of GBV to share their stories. Increased the confidence and life skills of many of the women. Decrease in experiences of GBV. Gender and GBV action plans have 	<ul style="list-style-type: none"> Dropout rates for training. A few participants were "walk ins" and not survivors. 	<ul style="list-style-type: none"> Survivors have set up committees to support other women and this can be integrated into the programme going forward Review model and selection of councils and participants to maximise impact. 	<ul style="list-style-type: none"> Select COEs with the resources and willingness to provide support to women in the longer term. Link councils. Extend the programme to other institutions that support GBV survivors.

	Strengths	Challenges	Opportunities	Next stages
	been revised to include economic mainstreaming at council level.			
	Funding <ul style="list-style-type: none"> • Funding for the pilot. • In kind support and free venues from councils for training and managing the programme. • Recognition from donors, Ministries and other stakeholders. 	<ul style="list-style-type: none"> • Ongoing funding • Support from private sector will be crucial. 	<ul style="list-style-type: none"> • Diversify funding based. • Approach private sector. 	Review funding strategy and approach diversified funding base including the private sector.
I	<ul style="list-style-type: none"> • Had an existing framework of COE councils to work with. 	<ul style="list-style-type: none"> • Lack of commitment from some councils. • Poor post training support from some councils. • Poor commitment to between workshop supports for participants. • Funding to expand the programme post pilot stage. 	<ul style="list-style-type: none"> • Backstopping of weak councils. • Review of selection criteria for councils. • Sign MOUs to be clear on expectations. • Twinning of strong and weak councils. • Approach the private sector. 	<ul style="list-style-type: none"> • Raise funding for expansion of the project. • Twin weak and strong councils for peer learning and support. • Train council staff • Backstopping with existing councils.