



GL Namibia Strategy 2016 -2020



TABLE OF CONTENTS

Executive Summary	
Table of key indicators	✓
Summary	✓
Strategic positioning	✓
Regional context	✓
Political context	✓
Key gender issues	✓
GL's Theory of Change	✓
GL's Programme of Action	✓
Alliance	✓
Media	✓
Governance and economic justice	✓
Partnerships	✓
Results for Change	✓
Lessons learned	✓
Strategic thrust 2016-2020	✓
Institutional effectiveness	✓
Risk analysis	✓
Internal and external	✓
Sustainability	✓
Programme	✓
Funding	✓
Diversification	✓
Annexes	✓
A. Local government beneficiary analysis	✓
B. SWOT	✓
C. Intervention logic	✓
Accompanying documents	
Budget – excel spread sheet	

EXECUTIVE SUMMARY

KEY INDICATORS FOR MONITORING GL NAMIBIA WORK		
	2015 (use 2014 if you do not have 2015 nos)	Target - 2020
Impact level indicators		
SADC Gender and Development Index Score	76%	81%
Citizen Score Card	67%	72%
Life time experience of GBV (where applicable)		Study yet to be conducted
Gender Progress Score	64%	69%
% women in parliament	48%	50%
% women in local government	42%	50%
% women sources in the media	23%	28%
Outcome level indicators		
Average Gender and Local Government Score (GLGS)	55%	60%
Highest GLGS	86%	91%
Lowest GLGS	47%	52%
Contribution by councils to COE work as a percentage of overall budget	R 10 429 912	R 15 550 000
Average Gender and Media Score (GMS)	63%	
Highest GMS	88%	
Lowest GMS	64%	
Outreach indicators		
No of local government COEs	36	58
No of GBV survivors trained in entrepreneurship	163	600
No of indirect beneficiaries (population covered)	624 028	1 800 000
No of media COEs	2	4
No of participants in events	74	193
% men participating in GL events	36%	42%
No of partner MOU's	6	10
Institutional indicators		
No of staff and interns	2	4
Average length of service	10 years	10years
Budget	2 200 189	2 300 000
Operational costs as % of budget	4%	7%
VFM savings as % of budget	12%	15%
VFM leveraging as % of budget	15%	20%

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. Key to the strategy going forward is the need to secure funding to reinstate Namibia as a full Gender Links (GL) office. Despite the lack of resources GLN has successfully implemented Centres of Excellence in Local Government (COE) in 36 councils, COE media programmes 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.

STRATEGIC POSITIONING

Regional context

Southern Africa must confront a myriad of challenges as it attempts to address the needs and aspirations of its 100 million people, 40% of whom live in extreme poverty with per capita incomes ranging from \$256 per annum in Namibia. The greatest challenge of the Southern Africa Development Community (SADC) continues to be the need to build a life for its people free from poverty, disease, human rights abuses, gender inequality and environmental degradation. The majority of those affected by these conditions are women. Across the globe, there is a consensus that gender equality is integral to economic growth and poverty eradication. The SADC Protocol on Gender and Development (SGP) provides "a roadmap to equality" for SADC member states. By implementing strategies to achieve the 28 targets in the SGP governments are increasing women's equal access to opportunities.

Gender Links (GL) is a Southern African non-governmental organisation founded in 2001, with headquarters in Johannesburg and offices in nine Southern African countries. GL is committed to a region in which women and men are able to participate equally in all aspects of public and private life in accordance with the provisions of the Southern African Development Community (SADC) Protocol on Gender and Development.

Vision and mission

Vision

Gender Links (GL) is committed to an inclusive, equal and just society in the public and private space in accordance with the SADC Protocol on Gender and Development.

Mission

GL achieves its vision through a people-centred approach guided by the SADC Protocol on Gender and Development that is aligned to the Sustainable Development Goals, Beijing Plus Twenty and Africa Agenda 2063.

Working with partners at local, national, regional and international level, GL:

- Promotes gender equality in and through the media, and in all areas of governance.
- Develops policies and action plans to ensure that gender equality is achieved, especially at the local level.
- Builds the capacity of women, men and all citizens to engage critically in democratic processes that advance equality and justice.
- Conducts campaigns for ending gender violence, HIV and AIDS, economic and climate justice and the rights of marginalised groups.

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 because of the role that women play in politics and democracy.

However GBV in Namibia has been acknowledged as a serious situation. In Namibia, GBV is widespread and described as an epidemic 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.

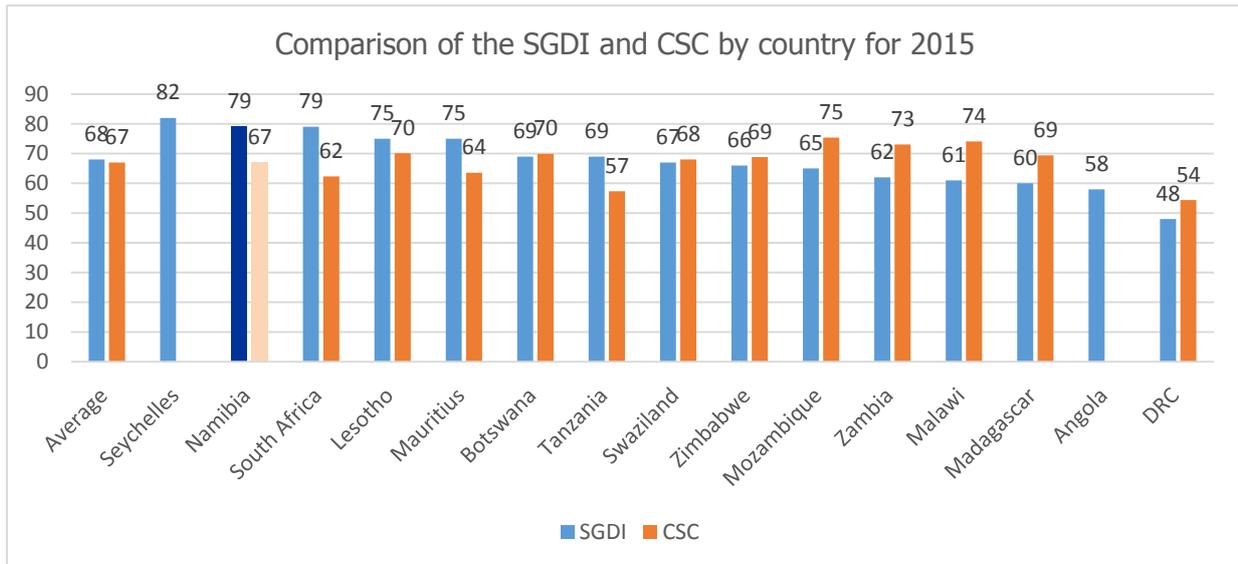
However, the actual number of rapes and other incidents of GBV is likely much higher as victims often choose not to report the crimes due to fear of reprisal from the perpetrator, family pressure, self-blame and/or societal stigma and discrimination. Women and girls are overwhelmingly targeted by rape 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.

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%).¹² 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.

According to the 2015 SADC Gender Protocol Barometer, with a score of 79% Namibia ranked second behind the Seychelles, in the SADC region using the SADC Gender and Development Index that is based on 23 empirical measures of gender equality. The Citizen Score Card, based on the perceptions of ordinary women and men Namibia scored 67% showing that citizen perceptions are lower than the scores for the SGDI.

¹ <http://sisternamibia.com/gender-based-violence/basic-gender-information/numbers-figures/#Prevalence of GBV in Namibia>

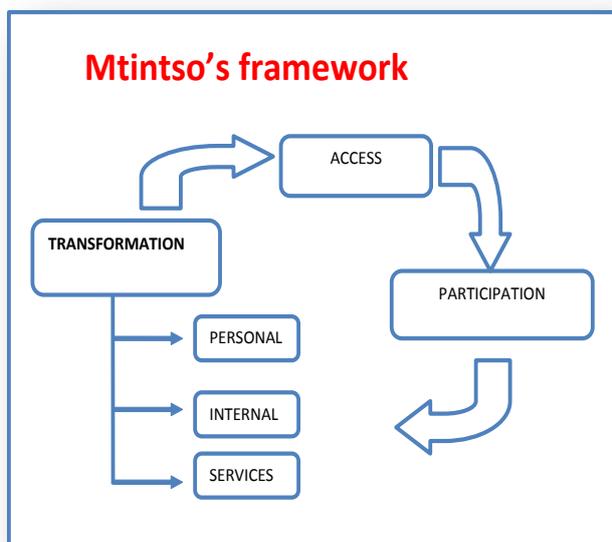
² <http://sisternamibia.com/gender-based-violence/basic-gender-information/numbers-figures/#Prevalence of GBV in Namibia>



The Ministry of Gender Equality and Child Welfare (MGECW) 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 annuals at SADC Gender Protocol@work summits held at both district and national summits in Namibia.

GL’s Theory of Change

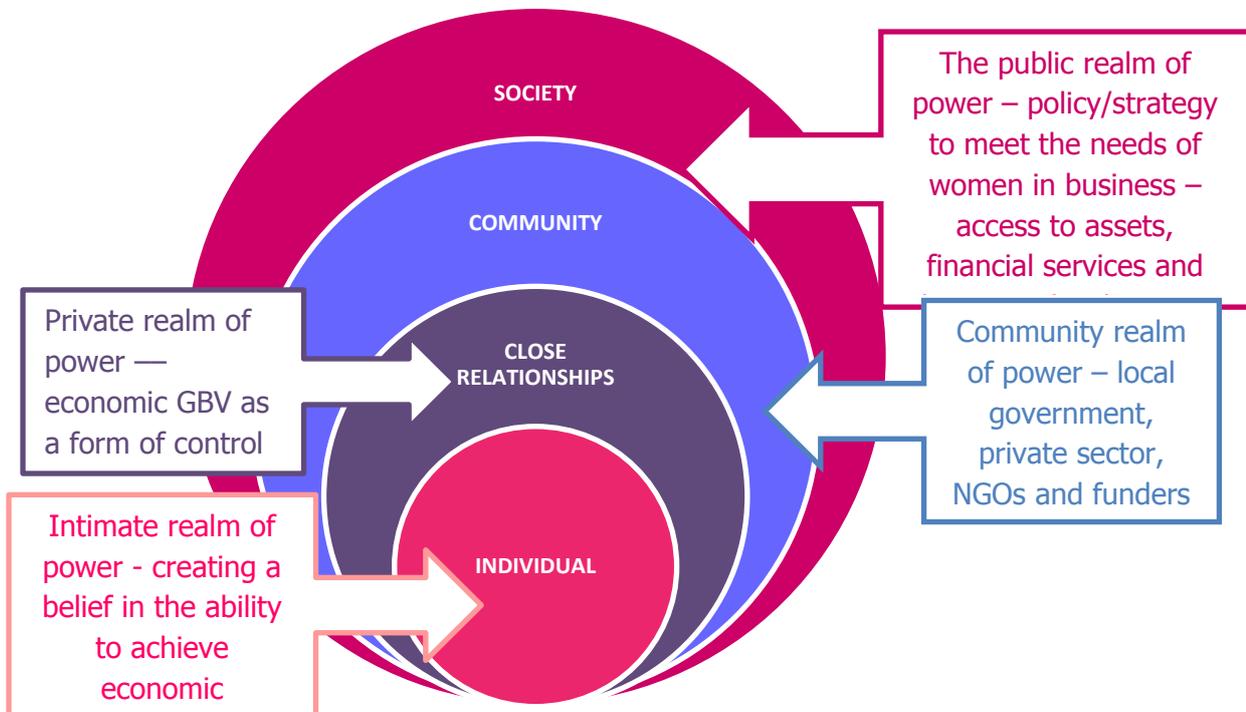
Reinforced in formal and informal ways, gender inequality begins in the home; is perpetuated by the family; schools; work place; community, custom, culture, religion and tradition as well as structures within society more broadly—the media, new media, popular culture, advertising, laws, law enforcement agencies, the judiciary and others. GL’s Theory of Change posits that while individual, family, community and societal factors often become a vicious negative cycle that militates against change each one of these layers can be



reversed into a virtuous positive cycle that results in change. In its work on gender and governance, GL makes use of Thenjiwe Mtintso’s access-participation-transformation framework. Mtintso posits that for women to make a difference, they must first have **access** to decision-making positions from which they have been excluded through formal and informal barriers.

Globally, the only way in which woman have experienced a rapid increase in political participation is through special measures, including voluntary and legislated quotas. Mtintso argues that access alone is not enough. Women can be in

decision-making positions but still be excluded as a result of not occupying leadership positions in those structures, capacity constraints, and or informal barriers that effectively still silence women. Measures therefore need to be taken to enhance women’s **effective participation**. Access and effective participation provide the basis for **transformation** or change. With the introduction of economic justice the GL ToC has integrated economic foci of change as follows;



This is measured internally through changes in institutional culture, and externally through the services delivered. At a **personal** level change is measured through the increased agency of women, and changes in the attitudes of men.

GL Namibia Programme of Action

Alliance

The Namibian NGO Forum Trust (NANGOF) the focal network of the Southern Africa Gender Protocol Alliance in Namibia led by gender sector. The Alliance is a “network of networks” started as a coalition in 2005 when the campaign for adoption of the SADC Gender Protocol began. As the campaign shifted from signing to ratification to lobbying for implementation, the network reorganised in order to be effective in monitoring implementation. The role of country networks is to:

- Organise and mobilise around monitoring implementation of the SADC Gender Protocol, using various tools such as the annual SADC Gender Protocol Barometer.



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- Develop gender champions at national level for advocacy work on key provisions of the SADC Gender Protocol.
- Organise thematically as a strategy to link to regional level and global level campaigns.
- 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).

Brief description of the target groups, final beneficiaries, needs, constraints and how action will address the needs.

Target groups	Final beneficiaries	Needs	Constraints	How the action will address the needs
Councillors and council officials	At least 72 current GFPs and GCs in 36 councils and a further 44 new GFPs and GCs in 22 new COEs; all with their gender committees, one for each council. The selection criteria is one GFP and one gender champion per council who lead to form gender committees that drive the gender agenda forward.	Capacity building in gender mainstreaming, gendered service delivery and budgeting.	Councils appreciate the value of the COE process and are eager to roll it out however they lack the necessary skills to influence change. This fund will enable participatory on-site training that will capacitate councils and communities.	Increased capacity to propel change in councils and communities.
Communities	The 58 local authorities in Namibia cover the entire population	Changing of attitudes towards gender equality	Patriarchy	Gender equality is a pre-requisite for social justice and economic development.

Sharing good practices: From the outset, GL has had a strong focus on gathering and sharing good practises through the SADC Gender Protocol at work summits. In 2013, as the local level work gained ground, and the Alliance country work strengthened,

GL and partners decided to bring the local government and media summits together in one SADC Protocol@Work summit, preceded by twelve country summits.

In 2014, the Alliance cascaded the summits to



district level. The summits will continue to provide a learning platform for civil society and citizens through bringing together various networks and championing dialogue between grassroots and policy makers. As we move forward the summit will be a platform to take forward implementation of the Post – 2015 Protocol from a regional to an international level and use of IT for global reach.

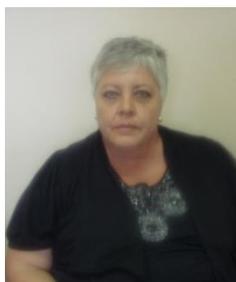
In Namibia three district and one national summit were held in 2015. They district summits were divided into main regional capitals; Mariental in the South, Oshakati in the north and Otjiwarongo in the north central parts of Namibia; with the national held in Windhoek. Participation at these summits was robust and the results spoke for themselves as did the pictures of joy for those who were awarded certificates. This is evidence of their commitment to the gender work that GL does with them. In total 80 people participated in the national summit, 21 males and 59 females. The participants included representatives from local government, different NGOs and the NANGOF Trust; who applauded Gender Links for the different relationships that have been built and fostered through the overlap of the Alliance and the local government departments within Gender Links. A total of 49 entrants participated in the national summit, of these 11 females and six males were awarded Certificates as winners and runner ups, including a special category in the Overall COE winner and a best sustainability frame work. Some examples of winners:

Theme	Winner
Media-Television	Gerson Kamatuka- Namibia Broadcasting Corporation
Winner Urban COE Council/Overall COE	Petrus Simaneka Organisation: Ruacana Town Council
Winner Rural CoE	Ezette Assegaai Council: Aroab Village Council
Climate Change and Sustainable Development	Emilia Mwetulundila Organisation: Oshikuku Town Council
Leadership	Isabella Kavendjii Organisatiion: Arandis Town Council
GBV	Fransina Toivo Council: Rehoboth Town Council

The summit came out with an overall score of 76% brought down by a low score for documentation which should inform the next years planning. Participants found the conference well planned, the climate change and GBV sessions very useful and enjoyed the CEOs presentation. They found the input informative and indicated this would be useful when they returned to their own councils to work on their own programmes of action.

Playing a pivotal role in making a difference in the lives of the people

Joan Basson , Councillor, Otavi Town Council (Summary)



I was born in an epoch of white domination, and apartheid. The system oppressed black people. In the society that I grew up, 'white supremacy was the order of the day. But when I realised this was not good to oppress any other person white or black I started to fight the system for better lives for all in country. For a white person; and especially a woman to join politics was not heard of during those days. I challenged that system and join a black movement in Namibia. I was an outcast but I

managed to 'cross the bridge'. I am now a staunch supporter of women's rights and that of the children at the Council. I serve on the Council management team as a chairperson. My political awareness started in 1985 in Grootfontein, Namibia. My involvement and exposure to UNTAG and SWAPO under-cover agents in Grootfontein were turning point during the period of the implementation of resolution 435 pre-independence. I joined SWAPO PARTY in 1996 in Windhoek, after I divorced. I moved to Otavi in 2005 and availed myself as a Local Authority Councillor for the ruling SWAPO PARTY in 2010. Today, in the 21st Century, women have a vital role to spearhead the fate of people, change the face of societies, design and implement policies, curb injustices as well as opening new horizons. Being the carriers of life and being the primary architects and protectors of households and families, women should never be left out the political arena ever again.

Their roles should be recognized, strengthened and valued irreversibly. Having been a single parent and having raised two children alone; having been struggling in a male-dominant society to reach success, I know the hardships but also the ability of a women to be effective in decision making. My first encounter with Gender Links was when two of our employees (gender focal persons) at the Otavi Town Council went for training to become the first-ever Gender Champions in the history of Otavi town. Their feedback and report to Council shed light on the formalization of the Gender concept in our country, as well as on International level. Thereafter, I was fully and formally introduced to Gender Links as an organization during the course of an eye-opening workshop at Otavi Town Council facilitated by Sarry Xoagus-Eises in October 2012. A follow-up workshop was done during November 2012. A huge encounter was during the 16 Days Campaign against GBV, which turned out to be a great success in our town. People are still talking about it.

Delegates at the 2015 National Summit in Namibia called for greater accountability.

Delegates to the 5rd Namibia Gender Justice and Local Government Summit have called on the government and civil society organisations to take special measures to ensure more accountability in reaching the 28 targets of the SADC Protocol of Gender and Development that Namibia is a signatory to. 2015 is around the corner and the SADC Protocol on Gender and Development has only been introduced to some of Namibia's regions through the work that GL does at the local level. At the close of a two day summit that show cased 45 best practices of local efforts to end violence and empower women, delegates expressed dismay that at the very moment that Namibia should be accelerating efforts to meet the 2015 targets of the SADC Protocol on Gender and Development, there has been regression on some fronts as national government and civil society are not collectively thinking of ways of taking the Protocol to the masses and are not combining their efforts to that more impact and ensure targets can be met.



Participants at the National Summit during the official opening _Windhoek _Namibia_KS_09-06-15

Media

Media access and the right to communicate are basic human rights, espoused in Article 19 of the Universal Declaration of Human Rights (UDHR) on Freedom of Expression and access to information. Media access and freedom of expression are, therefore, enablers of development goals. The Constitutional guarantee contained in Article 21.1 (a) of the Namibian Constitution gives all Namibians the right to freedom of expression, including freedom of the press and other media. However, while the Constitution is often hailed as

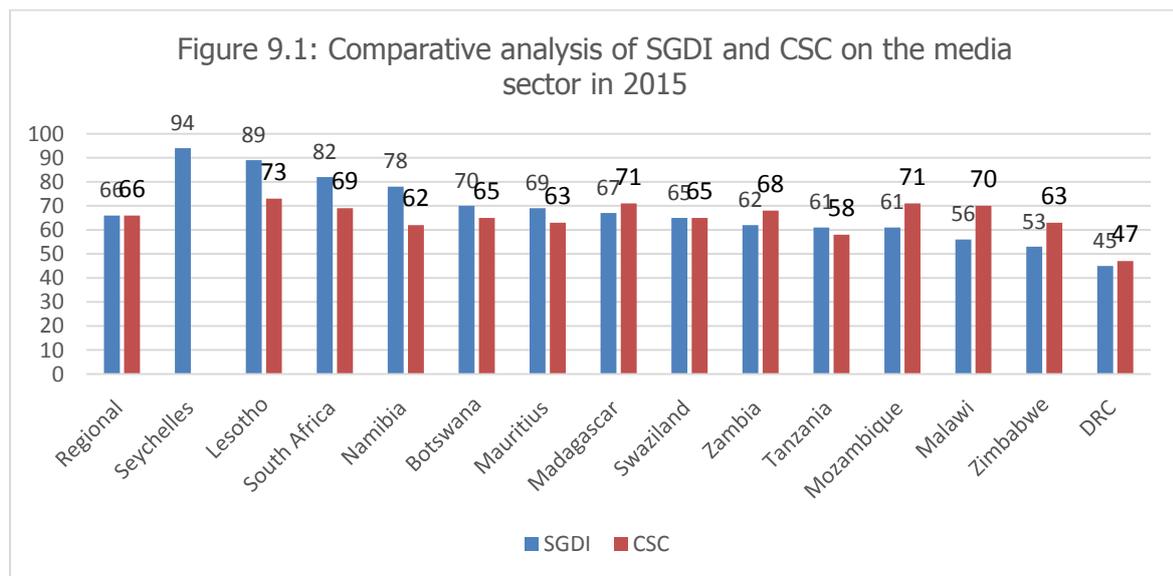
progressive, it does not allow for access to information. The country boasts a broad cross-section of media with five daily newspapers, four weekly tabloids, one financial weekly, several periodicals, two commercial television stations, one religious television channel and seven commercial radio stations.³



While Namibia has been lauded as having one of the best freedom of expression environments, journalists don't use this environment to hold especially leaders of government accountable to comment on issues

pertinent to society, such as, for example, when a gender-blind National budget is introduced. Reportage in Namibian media continues to uphold the prominence factor, which means that mostly men and official sources are accessed to comment on topics that affect women directly. The National Gender Policy (2010 – 2020) is rarely cited as a secondary source and, therefore, through Gender Links' Media COE process, efforts are underway to ensure that Gender Policies are developed and adopted in media houses, starting with the National Broadcaster, the NBC.

According to the Reporters Without Borders World Press Freedom Index, which ranks the performance of 180 countries in relation to a variety of criteria such as media pluralism and independence as well as the legislative, institutional and infrastructural framework within which the media operate, Namibia has been ranked 17th out of the top 20 countries, above first-world countries such as the United States of America and the United Kingdom. Namibia happens to be the only African country ranked among the top 20 countries. (Namibian Sun, 17 February 2015).



³ http://www.fesmedia-africa.org/uploads/media/AMB_Namibia_2011_01.pdf

This graph shows the media SGDI and CSC scores that on average are now exactly the same (66%). The media SGDI remains the same as in 2014 as the latest GMPS data will only be available in 2016. Seychelles has the highest score for the SGDI (94%) followed by Lesotho at 89% and South Africa at 82%. Malawi (56%), Zimbabwe (53%) and DRC (45%) are the bottom of the list. Namibia shows a SGDI at 78% which puts Namibia in fourth place.

Gender Links is engaging Namibia media houses in the Centres of Excellence (COE) for gender in the media project. Working with media houses, the COE approach builds on GL experience in working with media houses on developing and implementing gender policies and action plans through a six-stage process.

The year 2015 presents an opportunity for media stakeholders to reflect on gains made as well as to harmonise efforts in achieving media targets in different gender policies. The SGP has set 2015 as the target for gender equality in and through the media. In the 2015 Gender barometer for Namibia the following points were summarised;

- The Namibian Constitution guarantees its citizens freedom of expression.
- The SGDI score for Namibia is 78% while the CSC score is 67%.
- Only 27% of media houses in Namibia have gender policies, while only 36% have sexual harassment policies.
- According to the Gender and Media Progress Study (GMPS), women constitute 26% of all images in newspapers in Namibia, compared to 19% of news sources in print media.
- Women make up only 27% of sources in stories about, or that mention GBV: Men speak for women, even on issues that affect women most intimately according to the GMPS.
- Survivors constitute almost a quarter (24%) of all sources on GBV: this is higher than the regional average of 19% and the proportion of perpetrators whose voices are heard (18%).
- The proportion of women sources on HIV and AIDS has decreased from 42% representation in 2006 to 26% in the 2010 GMPS.

Governance

Centres of Excellence for in Gender Mainstreaming in Local Authorities (COEs) was introduced in 2011 in Namibia. Research done in 2007 called "*At the Coalface*" showed that women's voices were unrepresented in local governance. Then, women's representation in local government in Namibia stood at 42%. But after 2010 election this percentage dropped to below 40%. It was realised at that point that much needed to be done to elevate the status of women in politics, social economic advancement and on other fronts of power. Gender Links directed efforts to implement the Centres of Excellence for Gender mainstreaming in Local Authorities Programme which is focused on on-site capacity building for local government authorities in gender mainstreaming and promoting gender equality. Various programmes have been implemented in order to ensure the increased number of women in politics and 50/50 voluntary quota and Post 2015 instruments have been launched at various Local Authorities and government. In 2009 Gender Links introduced Gender Action Plans in 36 identified Councils.



This process includes the collection of best practices on service delivery in Councils with stake holders and partners and empowering women to take up political positions. It is also used as a platform for survivors of GBV to share and document their experiences. The programme focuses on the mainstreaming of gender in local government through a unique, UN-acclaimed⁴ model in which councils go through a ten stage process to become Centres of Excellence for Gender in Local Government, and share good practices at national and regional summits. By the end of 2014, GL Namibia had completed the COE process with 36 Councils from the total of 53 Local Authorities in country.

The main aim of the project seeks to cascade the COE work in all 14 regions of Namibia through training peer educators drawn from the current 14 pilot councils, gender officers from the Ministry of Gender Equality and Child Welfare, and officials from local government associations including Namibia Association of Local Authority Officers (NALAO) and Association of Local Authorities Namibia (ALAN).

Ownership and impact

The fact that GL seeks sustainability of the project, GL's implementation of the COE programme alone is not feasible. To promote the cascading of gender mainstreaming through the COE process, it is not desirable that GL drives every one of the COE stages. Ownership of the process and implementation driven by key partners and stakeholders in Namibia is paramount.

Skills building and transfer are also essential for sustainability as is the interlinking of geographically placed councils for training, support and coaching. Gender mainstreaming needs to be embedded in all government structures and ministries at local, provincial and national levels.

⁴ 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.

Background of the cascading process

Namibia is divided into 14 regions, each headed by regional governors. The regions are further divided into 107 constituencies, which consist of 58 local authorities which are divided in a city, municipalities, towns and villages. One of major challenges in Namibia is the distances between COEs. To affect a cost and time effective roll out of COE work, Namibia will adopt a more formal process of interconnecting well placed groups of councils in a "hub and spoke" type of arrangement. GL Namibia has done a mapping exercise to group Councils according to their geographical locations.



This is a good model which will to help sustain weaker Councils and develop

stronger links and support between the councils to undertake the COE work. Local Authority Councillors, community members, traditional leaders and other stake holder were trained as trainers to ensure the continuous support, championing, ownership and the sustainability of all COE activities in those specific councils once GL's support is phased out. By having trainers that function within these councils it becomes possible and also easier to sustain the COE activities and hold partners accountable for ensuring the cascading and ownership of the COE process. This is to ensure that capacity is retained at the local level to support local councils in gender mainstreaming work when the project phases out. GL Namibia has done a mapping exercise to group Councils according to their geographical locations.



At about 62% outreach in local authorities, GL Namibia is currently aiming to strengthen the 36 COEs that have experienced the full cycle of the programme. Ownership of the process and implementation driven by key partners and stakeholders in Namibia is paramount. Skills building and transfer are also essential for sustainability. A key outcome from a Training of Trainers (ToT) workshop held to capacitate regional gender officers from different clusters in

December 2014, facilitated the formation of Regional Gender Committees. These are led by Gender Coordinating Officers, Gender Focal Champions and Champions that are instrumental to the implementation of the COE process within councils. This is a significant achievement by Namibia.

GBV and gender

A UNAID report in 2013 found that *Vulnerable Populations such as LGBTI (lesbian, gay, bisexual, transgender and intersex) persons, MSM (men who have sex with men) and sex workers are particularly affected by GBV as per anecdotal evidence. However, there is*

*currently no data available on the prevalence of GBV among these groups. Despite their heightened vulnerability they seem to be neglected in national GBV prevention and response efforts. The National Action Plan on GBV omits the heightened vulnerability of key populations, including the LGBTI community. However, the National Plan of Action does recommend reform of the legal framework on sex work, which has the potential to reduce vulnerability of sex workers in Namibia. Key informants highlighted that these groups have virtually no access to justice systems and limited access to SRH services. If they try to access these services that they face high levels of stigma and discrimination.*⁵

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 163 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 participants before and after the programme. This information will be analysed and published. Namibia collected 165 of each for baseline purposes.

In acknowledgement of the need to expand GLs insight on gender and GBV, GL has embarked on the integration of the sexual orientation and gender identity. This programme was piloted successfully in Namibia in 2015. For the first time at GL, the programme of COE work was extended to include a focus on the experiences, rights and needs of the LGBTI community with a grant to run a pilot from the Canada Fund for Local Initiatives in Namibia. This allowed for the roll out of 5 workshops in 5 councils in Namibia. Addressing the sexual orientation and gender identity issues faced by the lesbian, gay, bisexual, transgender, intersex, asexual (LGBTIA) community, the pilot provided an ideal opportunity in line with GLs commitment to broadening advocacy on human and people's rights by placing special emphasis on lesbian, gay, bisexual, transgender, intersex, asexual (LGBTIA) rights as key to addressing gender-based violence (GBV) in Namibia and other countries.

With GBV still a major challenge in the country with an incidence of violence and discrimination based on sexual orientation and gender identity is still every occurrence in Namibia GL embarked on a pilot project aimed at creating platforms for dialogue and sensitization between members from vulnerable communities and local authority representatives. This was done by convening three parallel workshops in four councils of Namibia. The aim of the workshops were to gather "I" stories or personal accounts of violence and/or discrimination experienced by LGBTIA people and to sensitise councillors about LGBTIA issues. Councils were then encouraged to review the local GBV action plans towards strengthening the response, support and prevention strategies for GBV and discrimination levelled against people on the basis of their gender identity and/or sexual orientation.

The recommendation from the donor was that GL Namibia submits another proposal for 2015/2016 that would look at a larger rollout of the piloted project as well as placed an emphasis on working towards costing and actual operationalising the work plans that have

⁵ file:///C:/Users/User/Downloads/GBVReport1396341116.pdf

so far been integrated to track actual impact. The next call will be opened in June 2015 and GL Namibia was encouraged to submit a proposal for the continuation of this programme.

In response to the need for intensified lobbying and advocacy for human rights for all, particularly of vulnerable populations, GL has revised its Theory of Change to include Sexual Orientation and Gender Identity, and revised its Gender Progress Score to include attitudes on with regards to LBGTI. LBGTI is now one of GL's cross-cutting programme areas. This will also be integrated in COE action plans going forward. GL Namibia aims to roll out the piloted LBGTI project that was implemented early in 2015, to other councils nationwide. When councils act positively to challenge discrimination, they can make a real difference to the lives of LBGT people in their areas. LBGT issues can be challenging and present real tests of leadership, as the prejudices which LBGT people face are deep rooted. By taking the lead in their communities, GL Namibia and councils can confront the prejudices which still result in many LBGT people having substandard livelihoods. Addressing the sexual orientation and gender identity issues faced by the lesbian, gay, bisexual, transgender, intersex, asexual (LBGTIA) community, the pilot provided an ideal opportunity in line with GLs commitment to broadening advocacy on human and people's rights by placing special emphasis on lesbian, gay, bisexual, transgender, intersex, asexual (LBGTIA) rights as key to addressing gender-based violence (GBV) in Namibia and other countries.

Male engagement in GBV in Namibia - the way in the future

About 40.5% females between the ages of 18 and 49 are reported to have experienced violence from their partner. In comparison only 28% males have experienced this. Sexual violence has become a common occurrence as well as a national concern. An issue that could be fuelling violence and abuse is low or no income for women. Such women are more likely to experience violence, considering that the main reason for women staying in abusive relationships is financial support for their children, which would be more difficult to receive if they left their abusive partner.



Sharry Xoagus with Mayor of Mariental Hon. Alex Kamburute

The fact that there is imbalance in gender relations affects the general health of a woman. It reduces a woman's ability to make independent decisions concerning reproductive health and sexual relations. Also because of that, women are more vulnerable to sexually transmitted infections such as HIV/ AIDS.

Gender inequality in Namibia is a cross-cutting issue to be incorporated into the majority of development efforts. Female empowerment is seen as a key determinant to achieving the goals set in the Fourth National Development Plan, which are high sustainable economic growth, employment creation and increased income equality. In December 2013 the UNDP, in partnership with NANGOF Trust, hosted the Male Engagement Meeting in Rundu. The meeting sought to engage a new set of stakeholders typically left out of the dialogue on GBV; those who are perpetrating much of the violence.

The meeting in Rundu was designed to engage the males who are in leadership positions in various organizations (including NGOs, public and private institutions) of Namibia with the question of how larger groups of men can be targeted. The objectives of the meeting were: to socially empower men on issues of GBV as well as gender equality in Namibia through presentations and dissemination of information; to generate discussion among participants over causes, effects, and solutions for issues of GBV and gender equality; to identify possible points of alliance and engagement with participants and their areas of Protocol @ work influence for future initiatives on the topic of GBV and gender equality; to identify

activities that the UNDP and NANGOF Trust can undertake to support these sectors; and to develop a strategy for how each participant and their sectors can disseminate messages and engage other men around GBV and gender equality.

The participants of the Male Engagement Meeting identified potential root causes of GBV as:

- Cultural discouragement of males in showing grief/weakness;
- Lack of platforms for men to share feelings/grievances;
- Misinterpretation of religious texts;
- Lack of understanding of legal protection mechanisms;
- Child rearing in the homes;
- Early education;
- Notion of the country as a militant society where violence is the primary way of resolving issues;
- Ways in which social life is affected by poverty in the country (emotional abuse, financial insecurities).

The meeting revealed a substantial number of insights into how males view GBV. The findings of the Male Engagement Meeting can be used by the UNDP and NANGOF Trust to begin to devise strategies and initiatives in partnership with the MGECW and the Government of Namibia.⁶

Further to the above, the COE programme has integrated a life skills and entrepreneurship programme for survivors of GBV in 10 councils in the country. The aim is enhance the personal and economic agency of survivors of GBV so that they are in a better position to make positive choices about abuse. The COE councils assist in identifying survivors, provide value for money resources such as venues for free and play a pivotal role in providing information and support during the programme. Since 2013 the programme has trained 163 women. The overall project of the entrepreneurship programme comprises 5 interlinked elements to achieve the objectives.



Having completed the two five day workshops, participants have a chance to decide what their entrepreneurship goals are based on what they have learnt such as:

- **Start a business** – this may not be the choice for all the women
- **Business Acceleration:** Grow an existing business through mentorship
- **Business Evolve:** Stay at a micro level to create until they feel more confident. Continue to support as a group.
- **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.

Goals and Objectives

Gender Links Namibia's goal is to strengthen the COE programme, encourage ownership and sustainability, and promote diversity and the human rights of all people based on their sexual orientation gender identity and expression (SOGIE). The objectives of the programme as thus:

⁶ Male engagement in GBV in Namibia - the way in the future

- **Strategic support and strengthening of Councils** that have developed costed gender and GBV (GBV) action plans towards sustainability, continued commitment and increased ownership of the COE process. The support strategy will be geared towards COE programme and process strengthening, peer learning and robust support in gathering evidence of change within the councils and communities.
- **Cascading the COE programme in 10 more councils in Namibia.** These councils have expressed interest to be COEs but funding is needed to implement.
- **Developing effective campaigns for ending gender violence and HIV and AIDS for women and key populations such as LGBTIAQ people.** Campaigns will include lobbying against the discrimination of people based on their sexual orientation and gender identity.
- **Lobby and advocate issues of LGBTIQ, marginalised and vulnerable persons in country.** This is done with Local Authority leaders to ensure policy and structural changes mitigate behavioural and attitudinal changes within council policy making and implementation and within the community.
- **Advancing peer learning and sharing.**
- **Up skilling councils in gathering evidence and documents sharing.**

Achievements

- 36 Councils now have gender action plans
- GL Namibia identified 10 new councils for 2015.
- Some of these councils have produced gender budgets; Otavo. Keemanshoop, Outjo and Arandus and Ongwediva.
- The hosting of a donor conference in 2015.
- The introduction of a pilot LGBTI project with Canada Fund for Local Initiatives
- The integration of the COE project into that of the Ministry's Gender Coordinating Mechanism

Summary of Activities, Target Groups and Expected Results Matrix

Activities	TARGET GROUPS	Expected Results
Technical and onsite support of committed COEs that have completed the 10 stage process of the COE Programme and are ready to carry forward the gender agenda to ensure justice and the human rights of all	Councillors; council and government officials.	36 local gender champions in 36 councils +36 Gender Focal Points (GFP) in 36 Councils + 36 Gender committees in 36 councils. The on-site training that has been provided to councils is strengthened with strategic technical support in specific areas to further promote gendered service delivery, mainstreaming and equality in councils and communities.
10 councils in Namibia build on the pioneering work of the first 36 COEs to go through the ten stages of the COE process that includes developing gender and implementing gender action plans	Councils.	10 local authorities x 3 years x 10 stages = 10 councils undergo the ten stages of the COE = 1000 stages with short reports at each stage published on the GL website.
46 Local Authority GBV action plans are reviewed integrated and implemented to include the needs of marginalised populations		
Local authorities that are better able to respond to the needs of all citizens particularly the most vulnerable groups such as women and LGBTIAQ people.	At least 100 women and 100 men in each of 10 localities = 2000 women and men, including vulnerable groups such as the disabled, widows and migrant workers.	10 Gender Action Plans aligned to the SADC Gender Protocol including flagship programmes on Local Economic Development; Climate Change and care work that are costed, monitored and evaluated.
Local authorities that are more accountable to their constituencies and ensure the participation of all citizens within their localities particularly women	Community members, LGBTIAQ persons, councils, universities and other tertiary institutions	10 community workshops on the SADC Protocol on Gender and Development and the human rights of all including sexual orientations and gender identity and expression of all people.
Sensitization of University Of Namibia Social Work students on Issues of marginalised communities		Increased public understanding about the main aspects of cultural, ethnic, sexual and other diversity features in a society.
Dissemination of information by project partners via radio programs, press initiatives, public awareness activities		

Activities	TARGET GROUPS	Expected Results
Implementation of local economic and sustainable development strategies to reduce poverty; mitigate the effects of climate change and address other environmental challenges	Councils, GFPs and GCs in councils	<ul style="list-style-type: none"> • 10 action plans and strategic campaigns on LED, poverty and • Climate change mitigation strategies and action plans. • Training in HIV AIDS prevention, care and support by council's and for community members.
Baseline data on the prevalence of GBV based on sexual orientation and gender identity and expression (SOGIE) in localities that results in a national GBV survey and provides locally-specific information that is used to strengthen local level efforts to end GBV in line with the SADC Protocol on Gender and Development target of halving GBV by 2015.	Survivors of GBV, vulnerable groups, LGBTIAQ people	400 questionnaires x 10 localities used to draw local profiles and national data on the extent, effect, support, prevention of GBV. The survey will also provide indicators of underlying attitudes that perpetuate or mitigate GBV. 100 I stories or first-hand accounts of GBV will be facilitated before project intervention and after as a means to measure impact of the programme on attitudes and perceptions.
Tangible evidence that local government can contribute to gender justice and economic empowerment that leads to poverty alleviation.	Councillors, officials and communities involved in the project.	At least 20 x 3years= 60 case studies presented at the national and regional Gender Justice and Local Government Summit; compendium of Namibia local government best practises.

Gender and local government in Namibia

Specific Objectives	Action/Activity	Outputs/Results
Strengthen gender mainstreaming in 36 local authorities through Regional Gender Fora aimed at backstopping the COE for gender in local government.	Re-visit the Established GFP In Windhoek 2015 June. Facilitate the remaining Councils to become COEs	4 Regional Gender Fora formed as COE "hubs" for the programme where in, 2 fully functional COEs in each region take on 2 to 3 new councils and partner with GL Namibia in programme implementation. Key partners are the Ministry of Gender Equality and Child Welfare (an MOU will support this key partnership), GFPs, GCs and Regional Gender Cluster officers who are part of the regional gender committees.
Review and strengthen gender action plans and GBV action plans of 36 local government councils.	Regional fora will hold 3 meetings each year during which detailed programmes will review budgeted gender and GBV action plans for gender mainstreaming in 36 current COEs.	36 local councils in Namibia with reviewed and budgeted gender and GBV action plans.
Leadership and women in politics (WIP) training for councillors and community women leaders.	Conduct leadership WIP trainings at local government and community levels.	40 current and potential women leaders trained in 4 regions councils = 160 women leaders trained in leadership and politics.
Cascade gender mainstreaming in local government through training and capacity building of council officials in the Centres of Excellence for Gender in Local Government programme.	Train and capacity build council staff and councillors on gender mainstreaming through the COE process.	Substantial progress in policy and implementation decision making towards promoting gender equality in local government. 44 gender focal persons (elected officials) and gender champions (council officials) from the 22 new COEs have set up gender committees within each council that collectively drives the gender agenda forward and sustainably.

<p>Monitor and evaluate impact using qualitative and quantitative means, track implementation through measuring attitudes towards gender during and after implementation of the project.</p>	<p>Qualitative and quantitative measurement and analysis of progress in local government gender score cards and attitudes surveys towards gender.</p>	<p>400 gender progress score administered at the beginning and end of COE implementation in 22 new councils = 8800 attitudes surveys implemented in new councils. 22 local government scorecard baseline and follow-up information gathered during project cycle. Knowledge quizzes and citizens score cards administered at the beginning and end of the 10 staged COE process implementation. Routine workshop evaluations gathered at each meeting and workshop. Substantial changes in institutional efforts in ensuring gender mainstreaming. 2 Drivers of Change per council gathered from 58 councils = 116 drivers of change collected in varied thematic areas.</p>
<p>Promote peer learning and sharing at the Regional Gender Fora, twinned councils, exchange visits and a community of practice for promoting gender mainstreaming.</p>	<p>Promote capacity building at the quarterly gender fora meetings, twinning programmes between councils. Set up a national community of practice linked to other COE councils in 9 SADC countries.</p>	<p>Active networks for knowledge sharing and learning. 1 x 4 regional policy briefs = 4 region specific briefs on particular areas of concern or interest in the region. A vibrant online community of practice involving all council officials and the community.</p>

Methodology

The COE model is a ten stage process as follows:

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.

Partnerships

Since the opening of the office, GL Namibia has succeeded in building a broad network of partnerships in government and civil society. These "smart partnerships" will be expanded in 2016-2020. GL Namibia's most critical partners in the local government work are local government associations; ALAN – Association of Local Authorities, NALAO - Namibia Association of Local Authority Officers and the Polytechnic of Namibia (PON).

GL Namibia has also worked closely with Government Ministries, the likes of Gender



Equality and Child Welfare and Local Government Housing and Rural Development. A further demonstration of the strength of partnerships in the country is evidenced by these activities. Over the last four years, GL has piloted the COE project in 36 of the 58 local authorities in Namibia through a strong partnership with the Ministry of Gender Equality and Child Welfare (MGE CW) and the Association of Local Authorities in Namibia (ALAN).

GL Namibia has taken important steps towards sustainability through a Forward Looking Strategies meeting in August 2014 and subsequent Training of Trainers workshop held in December 2014. The TOT aimed to equip Ministry officials, Gender Focal Persons and Champions within councils with knowledge and skills of the COE programme and gender mainstreaming in the Namibia context.

The trainers will assist in ensuring a transition to a second phase for GL's COE work. The council's GFPs will also serve in the regional gender committees to ensure collaboration and integration between all structures while leading in cascading the COE concept to the outstanding 22 councils that have bought into the COE concept.

AREA OF WORK	PARTNER	EXAMPLES OF COLLABORATION	HOW THIS WILL BE BUILT ON
Alliance work	NANGOF	Membership	Sharing of best practices
Gender and Local Government COE work	Local government partners	Getting buy-in for the COE process and providing the support needed for implementing COE projects..	Implementaton of Action Plans with gender budgeting
	Councils	16 Days of Activism	Plan for GBV activities, like 'Take back the Night'
	Fabian Sampaya	Facilitator for the life skills and entrepreneurship programme	This consultant would be ideal for ongoing training and following up on pledges
		Partnership for LGBTI work	Re-visit Actions taken at 11-14 Workshop with City of Windhoek Councillors
	Ministry of Gender Equality and Child Welfare	Implementation of the Ministry's gender focal person and that of the FLN GFP on councils.	MoU
Media	Polytechnic of Namibia		Key partnership for achieving media COE work

On the 16 Oct the Ministry of Gender invited the Country consultant to be part of the Government delegation to the SADC Protocol on Gender and Development Review process in South Africa.

RESULTS FOR CHANGE

GL employs a set of Monitoring and evaluation processes for all its programmes including the COE. These processes begin with the administration of gender score cards by participants and GL, to be re-administered after the process has run its course. In the case

of the COEs, GL is aligning several of its programmes and focusing these on specific localities, working to ensure greater synergy as well as greater impact.

M and E for the COE programme			
ACTION	What is involved	By who	When
SADC Protocol pack – knowledge and citizen assessment of efficacy	Citizen score card and knowledge quiz, SADC Protocol	Country Manager, M and E Officer	March every year for country and regional barometer (August)
COE verification – Gender Score Card (GSC)	Councils score themselves against 25 institutional gender indicators and use these to benchmark progress	Country Manager, M and E Officer	Annually in March
Drivers of change profiles; Changing Lives Analysis	Qualitative evidence of impact at individual level	M and E Officer	Ongoing
GBV indicators research – Gender Progress Score (GPS)	Local GBV level prevalence and attitude survey	GL Country Consultant, Country Manager	Beginning and end of the programme
Gathering and disseminating best practices	Annual district, country and regional summit	Governance manager, country staff	March/April every year
COE Learning Paper	Summative paper on all the above	Country Manager	May/June each year
Gender Empowerment Index	Quantitative evidence of attitudes and understanding of gender relations, GBV and economic standing of women who have survived GBV.	Country consultant, Intern.	Before and after entrepreneurship training.
I stories	These are personal accounts of GBV (qualitative research)	Consultants, interns.	Before and after entrepreneurship training.

Women leadership is also taken more seriously in the COEs: Even where women councillors are scarce, their voices are being heard in decision-making in the COEs and they are making a difference. The leadership of women in COEs was demonstrated at the National Summit in Namibia in 2015.



Isabella Kavendjii, from the Arandis Council, won the leadership category. She had this to say, *Advocacy on gender-mainstreaming is pivotal towards any developmental agenda, and as a leader my stance is to improve participation of our community in decision making. The establishment of women political network in our town has been a key fundamental in terms of leadership transformation and it has allowed many women to become public speakers and address issues/topics on gender.*



Agatha Mweti of the Otjiwarongo Municipality. The council has allocated land for the construction of an intermediate hospital in the new extended informal area, Council has provided land for satellite clinics or small health centres such as TB medication distribution centres



Ezette Assegaai was the winner for the best rural COE, Aroab Village Council. Aroab is a village with a population of approximately 2500 in the Keetmanshoop/Karas region in the southeast of Namibia. The council joined the Centres of Excellence in 2011. The strongest point the case study has addressed was housing proving for women. About 80 per cent of women own houses at the Village. Council has allocated land for the construction of an intermediate hospital in the new extended informal area, Council has provided land for satellite clinics or small health centres such as TB medication distribution centre

Performance of councils

2010/2011 (Baseline year) to 2015 Local Government COE Scores

COE Councils	Date joined COE Programme	Baseline Scores	Progress Scores (2015)	Variance
Average		46%	48%	2%
Highest		74	86	12
Lowest		20	38	18
Swakopmund	2012	47	86	39
Oshakati	2013	0	80	80
Eenhana	2013	0	76	76
Arandis	2013	74	74	-0,5
Otjiwarongo	2012	60	72	12
Henties Bay	2013	60	69	9
Karibib	2010	41	66	25
Aroab	2010	79	65	-14
Ruacana	2013	64	62	-2
Tsumeb	2012	47	61	14
Oshikuku	2014	60	61	0,5
Usakos	2012	50	61	11
Maltahohe	2012	0	60	60
Katima Mulilo	2013	48	58	10
Nkurenkuru	2013	44	57	13
Grootfontein	2015	67	56	-11
Otawi	2012	64	56	-8
Rehoboth	2012	34	56	22
Okahandja	2012	43	53	10

Otjo	2012	40	51	11
Khorixas	2013	50	50	0
Omthiya	2013	45	50	5
Berseba	2012	28	48	20
Gobabis	2010	27	48	21
Keetmanshoop	2012	52	47	-5
Mariental	2012	55	46	-9
Tses	2012	51	45	-6
Ondangwa	2013	33	40	7
Rundu	2013	40	38	-2
Walvis Bay	2014	70	0	-70
Ongwediva	2014	60	0	-60
Windhoek	2013	60	0	-60
Outapi	2014	55	0	-55
Omaroeroe	2013	51	0	-51
Kamanjab	2014	0	0	0

The table analyses the performances of councils by making a comparison of the baseline scores and progress scores as verified by independent judges at the 2015 national summit. The variance column shows the percentage points gained or lost by each council in their gender mainstreaming efforts thus reflecting semblances of impact of the COE work. The significant gains for Swakopmund, Otjiwarongo, Hentis Bay, Karibib, Tsumeb, Berseba, Gobabis and Rehoboth is attributed to the support that the COEs are getting from HQ; the Governance Manager, Chief Executive officers and Mayors in the councils. Mayors have especially attended the summits and awards bringing support, encouragement and confidence not only to staff but also to participants. In particular Mayors have been attending and showcasing their work through the summit events. On the other hand councils like, Aroab, Grootfontein, Otawi and Tses have low variances hence very slow progress. These councils were affected by the uneven hand over of the Mayors and GFPS. Other councils are new in the process while others are older councils and need capacity building and serious technical backstopping to promote their sustainability as COEs.

Gender in council budgets:

2014	Rand
Gender specific allocation	1 353 070
Gender in mainstream projects	8 910 000
In kind contribution	164 342
Funds raised for gender work	2 500
Total = A	10 429 912
Total spent by GLN on the project in 2014 =B	2 220 333
% council contribution to the COE process = (A/B) %	21%

It is important that Council play a vital role in the cascading and implementation of the Action Plans. Council contributions are high and shows the commitment of Councils to the COE processes in country. Councils pay their own transport, meals and accommodation to the all the Summits and COE workshops. Since the COE budget allocation for the AU/Spanish Government 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.



Mariental Municipality commits to improving women's lives

Mariental Municipality became a Centre of Excellence in Local Government in 2011. Memorandum of understanding was also signed in cooperation with Hardap Regional Council. During GL verifications meeting it was clear that council has improved in mainstreaming gender into structures of council. The baseline score has improved from 53% in 2012 to 83% in 2013. After an incident of rape and killing of a young innocent woman in the bushes of the Informal Settlement the council has initiated and undertaken a cleaning campaign involving men and women. The long overdue project of provision of sanitation has started so women will no longer go to bushes. The workshops and training conducted with support of stakeholders in Mariental, is a clear testimony of council's intention to eradicate GBV and empower women to take up leadership positions in community.

During community meetings for ward elections, the council encourages women to avail themselves for positions and there is 50/50 representation of both men and women. Where a committee is chaired by male, female must be a deputy. The council does not have separate sanitation or environment committees in the wards, meaning that all decisions are taken by ward committees and women are part and parcel of those decisions. With the implementation of the Build Together Programme, the council allocated a tender to a female owned company for building of houses. Women are also allowed to apply for housing loans with the council. Women got employment on contract basis from the consulting company contracted by council for installing of sewerage system. "The council tender improved and strengthened my entrance into the building industry, and I can take up any building contract with confidence knowing that I will make a difference." Ms Sara Isaacks the woman who won the building tender.



Excerpt from Mariental Municipality Institutional profile.

Change reflected in programmes: Projects showcased as summit entries (please see accompanying booklet) reflect the extent to which Councils are mainstreaming gender in their programmes – see examples below:

Name of COE	Project name and description
Aroab Village Council	Housing has been provided for about 80% of the women in the village
Berseba Council	They have facilitated access to health facilities. The health centre provides transport for referred patients from Berseba to Keetmanshoop for further treatment. Berseba clinic provides outreach services as well.
Otjiwarongo Municipality	Council has allocated land for the construction of an intermediate hospital in the new extended informal area, Council has provided land for satellite clinics or small health centres such as TB medication distribution centres
Oshikuku Town Council	Supports a community waste management project
Henties Bay District Council	Donated property for a Family Health Care Centre..
Grootfontein Municipality	The Grootfontein Wellness Committee was established in 2006, initiated by Grootfontein Municipality.

Lessons learnt

The Namibian GL programme has had challenges. Key to this has been limited funding available to support the programme.

A lesson to be learnt is that funding sources need to be diversified and any over reliance on one source is a risk. This has meant that GLN had to close their office and positions had to be re-negotiated as consultant's postings as an interim measure hopefully.

However from this situation arose the need to innovate and take important actions towards sustainably through a Forward Looking Strategies meeting in August 2014 and subsequently a Training of Trainers workshop held in December 2014. This was aimed at capacitating councils and gender representatives to take on the COE process more actively and to reduce the reliance on GL.

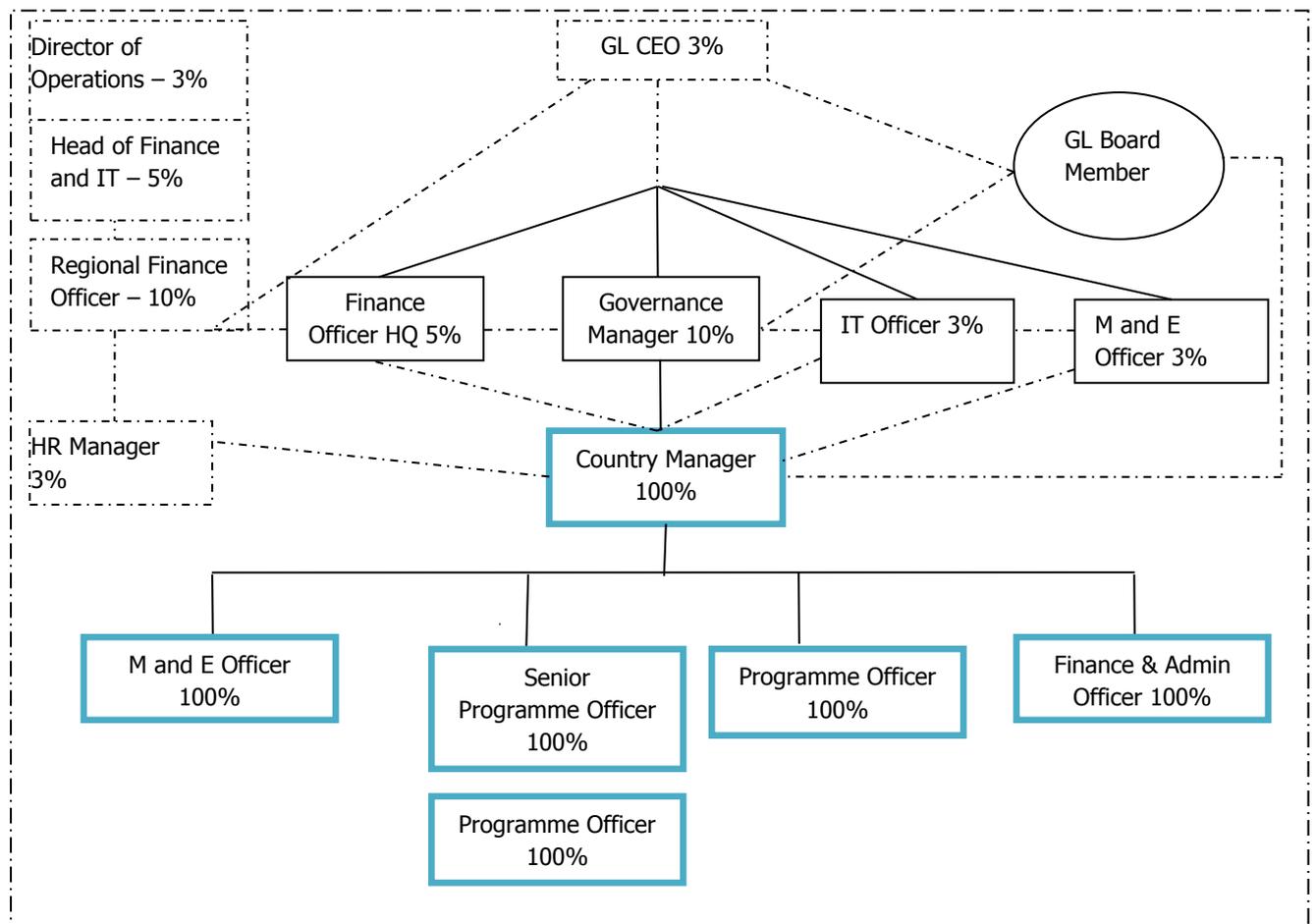
This also resulted in developing the cascading model and aligning councils in clusters through experienced "hub" councils. The TOT aimed to equip Ministry officials, Gender Focal Persons and Champions within councils with knowledge and skills of the COE programme and gender mainstreaming in the Namibia context. The trainers will assist in ensuring a transition to a second phase for GL's COE work. The council's GFPs will also serve in the regional gender committees to ensure collaboration and integration between all structures while leading in cascading the COE concept to the outstanding 22 councils that have bought into the COE concept.

Strategy for 2016 to 2020		
Alliance	Governance and economic justice	Media
<ul style="list-style-type: none"> Strengthen the work of the Alliance through NANGOF structures; Continue to raise awareness of the Post-2015 SADC Gender agenda Measure progress towards the SADC Protocol on Gender and Development and SDG 5 through research and publication of the Namibia Annual Barometer. Hold district and national SADC Gender Protocol@Work summits to gather and share good practices. 	<ul style="list-style-type: none"> Strengthen gendered mainstreaming networks in the private sector. With the MGECW, secure buy-in from the Regional Governor's level in all 14 regions of Namibia. Train prospective women councillors for the 2016 local government elections. Cascade COE's to the 22 remaining local authorities through collaboration with the gender ministry and capacity building of gender champions and focal persons in the programme. Ensure that budgets are reflective of people's needs and priorities through costed gender and GBV action plans in all local councils. Monitor and evaluate inputs against outcomes and impact using qualitative and quantitative methods. Promote knowledge dissemination, networking and structuring of networks through summits, Regional Gender Fora, twinned councils, exchange visits and a community of practice for promoting gender mainstreaming. Campaign for the adoption of updated Local and National Action Plan for ending gender-based violence in all COEs; which include efforts to address economic justice. Raising support and funding for the roll out of the COE's to a further 10 councils in 2016 and all by 2020. Hold district and national Gender Protocol@work Summits annually. Cascade the entrepreneurship programme to all COES and concretise post training arrangements and pledges to support the women. 	<ul style="list-style-type: none"> Promote gender equality in and through the media and conduct effective campaigns for ending gender violence, HIV and AIDS, as well as promoting economic and climate justice and LGBTI rights;
<p align="center">GL Namibia Institutional Priorities 2016-2010</p> <ul style="list-style-type: none"> Develop an aggressive funding strategy to for the continuation of country operations; including financial and or in kind support from donors, government and the private sector. Strengthen our internal capacity to deliver. Meet the targets set. 		

Overall activities to achieve this	
Outreach	58 Local Authorities in Namibia
Target group(s)	Women and all councillors, council officials and staff in 36 current and 22 new COEs, including Gender Focal Persons (GFPs) and Gender Champions (GCs) and communities in the 58 councils.
Final beneficiaries ⁷	58 Namibia local authorities, communities, women GBV survivors.
Estimated results	<ul style="list-style-type: none"> • 58 costed gender and GBV local action plans; • Four regional Gender Fora supporting implementation. • At least 100 prospective councillors trained. • At least 58 x 2 = 116 GFPs and GCs trained and rolling out the COE programme within councils and communities; • At least 50 case studies x 2 summits = 100 case studies of the SADC Gender Protocol@Work collected.
Main activities	Set of Gender Forums in four regions to support the existing 36 COE's. Work with the gender ministry to cascade the COE process to the remaining 22 Councils. Train women leaders for the 2016 local elections. Implement 58 costed gender and GBV action plans. Promote shared learning through study visits, twinning and networking.

⁷ “Final beneficiaries” are those who will benefit from the action in the long term at the level of the society or sector at large.

Institutional effectiveness



The office is supported by GL head office through the governance manager, regional finance officer, Director of Operations, Head of Finance and IT and the Chief Executive Officer. Their respective time inputs are illustrated in the organisational chart. Staff *not* in the chart who support GL's other programme work in Namibia include an intern and the outsourcing of facilitation when appropriate.

Risks and risk mitigation

RISKS	MITIGATION
EXTERNAL	
Funding is very limited	<p>Every effort needs to be made to raise funding and the following will need to be considered:</p> <ul style="list-style-type: none"> • Diversified funding base to include private sector • As many potential funders as possible need to be approached • More effort needs to be made in securing in kind support • The distances between councils need to be considered when choosing councils for participation in programmes; this also at different stages of programmes
Namibia is a politically sensitive	GL is working in partnership with key ministries and as

RISKS	MITIGATION
environment of work any perceived affiliation to a political party may negatively impact any organisation's work.	such has high level political buy in of the programme
The turnover of councillors in local elections.	GL inducts new councillors after elections where needed. The "hub" clusters will be ideal structures through which passed elected officials can pass on their knowledge to new officials.
INTERNAL	
Inadequate staffing and no GL Office	Funding needs to be secured for the re establishment of the office and country manager and staff needed to run programmes that get funded.
There is no finance officer in country.	Funding will need to be raised.
Challenges with technology and systems holds back progress eg SAP.	
Decisions made with regard to country programmes do not take into consideration the impact of distance on costs and efficiencies.	This is being address through the new COE model.

Sustainability post 2015

Key sustainability measures may be summarised as:

- Working with and building the capacity of the existing and new COEs.
- Implementation of the cascading and "hub" concepts
- Strengthening the existing, and training new Gender Focal Persons and Champions in all active COE's; training gender and local government officials in the COE process, and backstopping them in running this process in 36 councils.
- Ensuring the Councils contribute at least 10% of the direct costs for the COEs.
- Fostering a culture of peer learning and sharing as well as twinning through the new District Level Summits.
- Enriching and enhancing the framework for gender responsive governance provided by the COE model through flagship projects for ending gender violence and entrepreneurship training. This requires effort in terms of mobilising in kind resources to support the survivors in the post training period.
- Continuing to nurture high level, multi-party political support for the programme from the parent ministries, local government associations, the Alliance and civil society partners.

Funding

The funding situation in Namibia dictates that efforts need to be made to diversify the funding bases as far as possible and to include the private sector.

Diversification

The funding opportunities in Namibia are not as widespread as in other lower income countries. It is there imperative that GLN change their funding model to offer the potential for diversified funding sources. This should include:

- Developing an understanding of the potential for private sector support in the way of funding, in kind allocations and sponsorships. This requires developing a proposal template aimed at the private sector.

- The enterprise programme should be rolled out in the first instance to councils that are able to provide post training support and or funding giving GL time to plan for those that are unable to provide substantial support.
- In kind support should be sort where ever possible for venues
- As many potential sources of funding as possible will need to be identified as soon as possible.
- GLN should produce a services model for providing training and services to organisations and government departments.

Budget and value for money

The table that follows provides a summary of the proposed budget, including contributions by other donors. A detailed budget is contained in the attached excel spread sheet. The summary shows that GL is requesting \$ 1 740 668 from the Swedish Embassy. The breakdown shows that 80% of this will go to programmes; 9% to support staff; 7% to operational costs; 1% to capital costs and 3% to monitoring and evaluation. These proportions are consistent with GL's overall budget and with good financial practise.

GL will continue to build on the VFM measures developed in the first phase to ensure greater economy, efficiency and effectiveness. These include:

- Good procurement practices through the updating of the suppliers data base and ensuring competition in all major purchases.
- Smart partnerships that result in sharing of expenses and in-kind support.
- The cascading strategy which will enhance economy, efficiency, effectiveness through transferring ownership of the programme to the gender and local government ministries.
- Decentralising the staff structure to reduce travel costs and ensure more effective day-to-day backstopping on the ground.
- Strong planning using MS Project to ensure maximum synergies in programming.
- Strong accounting systems and oversight through Pastel Evolution.
- Vigorous implementation of the Anti-Corruption Policy.

Annex A: Local Government Beneficiary analysis

Council	Female	%	Male	%	Total	Direct beneficiaries	Indirect beneficiaries
Karas region							
Aroab Village Council	14	74	5	26	19	19	2500
Keetmanshoop Municipality	18	74	5	26	19	19	
Tses Village Council	13	80	4	20	17	17	2500
Berseba Village Council	16	66	8	34	24	24	10589
Total	61	189	24	111	85	85	
Hardap Region							
Mariental town Council	14	67	8	33	22	22	14500
Malthahohe Village Council	8	28	21	72	29	29	6000
Rehoboth	12	50	12	50	24	24	12581
Total	34	145	41	155	75	75	
Omaheke Region							
Gobabis Municipality	13	65	7	35	20	20	14278
Wintvlei Village Council	12	58	8	42	20	20	13380
Total	25	123	15	77	40	40	
Erongo Region							
Karibib Town Council	16	62	10	38	26	26	11784
Arandis	13	54	11	46	24	24	7477
Swakopmund	13	55	8	45	21	21	25442
Walvisbay Municipality	11	67	5	33	16	16	62069
Huntaway town Council	17	77	5	23	21	21	?
Total	70		205	285	108	108	
Otjondzodjuba Region							
Okahandja Municipality	14	80	5	20	19	19	18155
Otavi town Council	13	57	11	43	23	23	12488
Otjiwarongo Municipality	13	60	9	40	22	22	22614
Grootfontein Municipality	17	65	9	35	26	26	24878
Total	57	362	34	138	90	90	
Katima Mulilo	18	75	5	25	23	23	44761

Council	Female	%	Male	%	Total	Direct beneficiaries	Indirect beneficiaries
Karas region							
Kunene Region							
Khorixas town Council	14	57	9	33	23	23	12586
Outjo Municipality	17	68	8	32	25	25	8947
Kamajab Village Council	17	71	7	29	24	24	8441
Total	48	166	24	94	72	72	
Khomas region							
City Of Windhoek	18	77	5	23	23	23	38969
Ohangwena Region							
Eenhana town Council	10	52.6	9	47.4	19	19	5528
Oshikoto region							
Omuthiya town Council	8	54	5	46	13	13	
Tsumeb Municipality	11	60	6	40	17	17	
Total	19	104	11	86	30	30	
Oshana Region							
Oshakati town Council	15	67	10	33	25	25	
Ongwediv town Council	35	66	11	34	45	45	34065
Total	50	133	21	67	67	67	
Omusati Region							
Oshikuku town council	9	58	7	42	16	16	
Ruacana town Council	14	61	9	39	23	23	
Outapi town Council	12	65	7	45	19	19	
Total	35	119	23	126	58	58	
Kavango Region							
Rundu town council	15	88	4	12	19	19	
Total	14	88	4	12	19	19	
Kavango East							
Nkurenkuru town council	12	76	7	24	19	19	6000
Total	12	16	7	24	19		

Annex B: GL Namibia SWOT 2015

	Strengths	Challenges	Opportunities	Actions
EXTERNAL				
Government	Partners and Ministry of Gender still embrace GLN in capacity and skills development.	The GLN office is not a fully-fledged office. Many Organisation and even government don't want to work with a Consultant but rather with an office representative/country manager	Whilst not happy that GLN is not a full-fledged office, partners and government still work with GLN. Official engagements are not affected.	GLN needs to diversify its funding base and include the private sector. All potential avenues for in kind and financial support need to be explored.
Political environment	The country is considered to be one of the most stable countries adhering to democratic principles and the rule of Law. Regular elections are held every five years.	Regional political buy needs a clear strategy to make sure all 16 political regions are covered.	The Coordinating Mechanism between GL and Ministry of Gender and child welfare is good and needs to be maintained.	Continue to work with all levels of government.
Economic environment	The economic environment is stable and continues to grow.	There needs to be more effort in supported SMME development for women in rural areas.	Sharing of the enterprise programme with 10 more councils.	Cascade the programme to 10 more councils.
Media	GMPS Project is once again being facilitated in the country with some Media COE Houses	More media houses need to become Media COEs.	Sharing and reinforcing the gains so far with the existing COEs.	Revise the media strategy and raise funds.
Governance – 50/50	This concept has been accepted by some political parties especially SWAPO Party.	Smaller political parties are not yet on-board accepting the voluntary quotas of 50/50	Work with other political parties to institute the 50/50 principle.	Gender activists and even the Ministry of Gender is advocating for Parties to embrace the concept of 50/50.
Gender and local government COEs	The COE project has opened many doors for Gender Mainstreaming with government and in all 36 Council who	A further 17 Council still need to be facilitated but funding is not available.	Reviewing the funding strategy to include the private sector.	The remaining Councils are eager to becoming 2016 COE members and funds need to be raised.

	Strengths	Challenges	Opportunities	Actions
EXTERNAL				
	completed 36 Action Plans			
Entrepreneurship	The Entrepreneur project is a very important part of the COE programme, especially in rural areas.	Identifying appropriate resources for ongoing support of the women.	The programme can be cascaded to 10 more councils when funding is available.	More effort is needed to follow up pledges and potential sources of funding for the women.
Partners	MoUs strength relationships.	Partners also face the same donor fatigue and cannot support each other financially	There is a call from the Ministry of Local Government to see her and brief her on the latest development.	Potential for joint funding applications with partners.
INTERNAL				
GL Programmes	There are limited programming happening in country due to a lack of funding.	There is no funding to continue with this programme in country.. A lot of donor fatigue as Namibia is a middle income country.	A Round Table donor Conference for Namibia in 2016	The need to revisit some of the AP. Needs a Resource mobilisation frame work for Namibia
Corporate governance	Finances are run from HQ, although the office is responsible for all recons for monies when projects are identified in country.	No finance officer appointed in Namibia as this is a satellite office.		Dependent on raising funds.
Human resources	Office run by an intern/Consultant	No governance oversight in country.	Raise funding and re-establish and office.	Diversify sources of funding to the private sector.
Offices	Satellite office			
IT	The office is run at consultant's house with limited IT support to help with new IT challenges.			Raise funds to re-establish an office.

Annex C: INTERVENTION LOGIC

GOAL					
To contribute to the attainment of gender equality and ending of gender violence in Namibia in accordance with the provisions of the Post-2015 SADC Protocol on Gender and Development.					
SPECIFIC OBJECTIVES					
1. To increase women's effective participation in local government through a campaign for a legislated quota in local government		2. To enhance gender responsive governance through Centres of Excellence for Gender in Local Government in two thirds of Namibia's urban and rural councils.		3. To reduce GBV in communities through the implementation of local action plans and training survivors of GBV in entrepreneurship skills.	4. To promote gender equality in and through the media
OUTCOMES					
1. A legislated quota for women in local government through the 50/50 campaign ahead of the 2018 elections.	2. Women's effective participation enhanced through lobbying and advocacy on leadership and gender analysis skills.	3. Gender responsive governance and accountability enhanced through 58 councils becoming Centres of Excellence for Gender in Local Government.	4. Sustainability enhanced through capacity building of Gender Focal Points within the Councils backstopping of the process to the gender and local government ministries.	5. The National Action Plan to End Violence against Women is cascaded to local level through 58 COE's that will cost these plans as part of a Gender Responsive Budgeting strategy.	6. Gender is mainstreamed in media training institutions and the proportion of women sources in the media increases through radio, TV and print.
OUTPUTS					
1.1 Records of 50/50 campaigns and their impact in 58 councils.	2.1 Training in lobbying and advocacy for gender champions.	3.1 3 Existing 36 councils are backstopped and strengthened. New councils (22) are taken through the COE programme.	4.1 58 GFP plus 58 officials from councils and Ministry of gender and child welfare trained, at least 50% men.	5.1 58 costed local gender action plans responding to findings of VAW Baseline Study.	6.1 Strengthen the capacity of existing media COEs.

1.2 Records of strategy and lobbying meetings.	2.2 100 x Drivers of Change profiles	3.2 58 x Gender Score Cards and learning paper each year.	4.2 Manual and action plan for backstopping of COE process by ministries.	5.2 23,200 attitude surveys administered at beginning and end of the programme.	
1.3 Record of meetings with political parties	2.3 100 x Gender Aware Leadership Scores	3.3 3 district and 2 national summits x 600 pp; 200 case studies		5.3 Scores recorded as baseline and follow up data.	