

# GENDER ACTION PLAN FOR LOCAL AUTHORITIES IN THE KARAS REGION



## **Summary**

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

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

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

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

This plan was developed at the first such workshop held in Keetmanshoop from 12 – 14 May 2008 which was attended by 27 representatives from 6 of the 8 Local Authorities in the Karas region, as well as representatives from ALAN and the ministry of Gender Equality and Child Welfare. It should be noted that as this is a regional plan, it will require further fine tuning to suit the specific needs and circumstances of each local authority.

## **Background and demographics of the region**

The Karas Region, the southernmost region of Namibia, covers 161 215 km<sup>2</sup> (20% of the total surface area of the country) and it gets its name from the Nama word for "Quiver Tree" which is southern Namibia's famous plant symbol.

Its location in Namibia's south means that it shares a long border in the south and east with the Northern Cape Province of South Africa. Domestically, it borders only the Hardap Region, to the north and the Atlantic Ocean in the west. The main railway line and two main roads give access to South Africa.

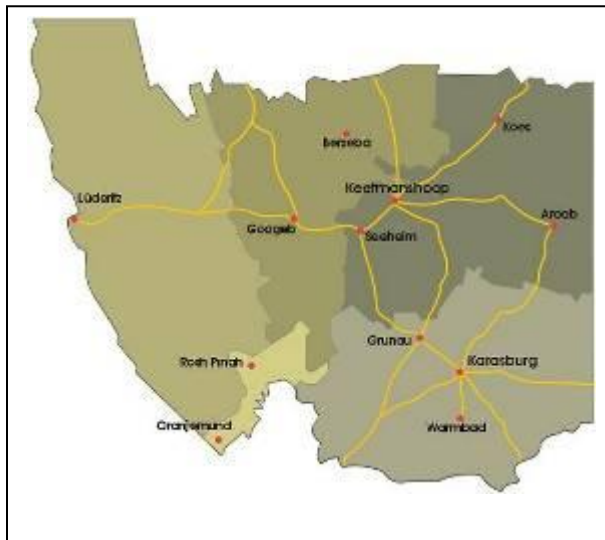
The region is a predominantly small stock farming area, consisting mostly of animals such as sheep or goats. Game farming and irrigation farming along the Naute Dam and the Orange River have gained significantly in importance. It is a profitable tax-

generating area, which predominantly comes from diamond mining areas along the coast for the central government.

The tourism industry has the potential for further expansion with current attractions such as the Kokerboom forest near Keetmanshoop, the Fish River Canyon which is the second largest in the world, the Brukaros Mountain (a former volcano) near Berseba, the coastal town Lüderitz. The economic growth potential of the area is considerable but needs an intensive general development policy.

There are approximately 69 329 (2001 Population and Housing Report of NPC) people in the Karas region – less than 5% of the total Namibian population. With an average of 0.4 persons to every km<sup>2</sup>, Karas is one of the most sparsely populated areas in the country. The largest concentrations of people are found in major urban/mining centres such as Lüderitz (±13 500); Oranjemund (±11 000) and Keetmanshoop (±12 000), with the remaining population spread across the region in smaller settlements such as Berseba (±5000), Aroab (±5000), Bethanie (±2000) and Tses (±2000).

A third of all Karas' people are under the age of 15, while 46% of citizens are female with 35% of households being headed by women. Afrikaans (40%), Nama/ Damara (26%) and Oshivambo (23%) are the most commonly spoken languages. There is an 87% literacy rate with more girls (52%) than boys (48%) attending school.



### *Local Authorities*

The Karas region includes the local authorities of Aroab, Berseba, Bethanie, Keetmanshoop, Karasburg, Koes, Lüderitz and Tses. Keetmanshoop is considered as the capital of the south. The region exceeds the national average of 42% women in local government by 19%, with approximately 61% of local councillors being women.

## **PRIORITY ACTION AREAS**

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

### **Adoption and implementation of the plan**

- GL to forward the gender action plan through ALAN who will forward to the various councils.
- Participants to sensitise the council to this plan.
- The plan to be tabled at management committee meeting as an agenda point which will then be tabled before the council for adoption – by end July 2008.
- ALAN to monitor this process from July 2008.
- Both Ministries avail themselves for assistance and information and be kept updated on the process.
- Mid term review to take place on short term action areas in February 2009.

### **Short term (May 2008 – May 2009)**

#### **Gender Management System**

- Develop gender policies, working from the gender strategy for local government.
- Appoint a gender focal person.

#### **Governance and employment practices and environment**

- All job advertisements should encourage women to apply.
- There should be 50/50 representation in all existing forums and programmes.
- Mobilise to ensure that women and men participate equally in community matters and that policy making is informed by accurate data.

#### **Gender and HIV and AIDS**

- Conduct a survey and collect and disaggregate data on HIV and AIDS for the council (working with the Department of Labour).

### **Medium to long term (June 2009 onwards)**

#### **Economy and job creation**

- Obtain sex disaggregated data on unemployment levels in local authorities.
- Facilitate skills development, access to information, finance and support for women in business.
- Empower women entrepreneurs through business skills and support.

#### **Governance and employment practices and environment**

- To educate people and raise awareness about the importance of women's equal representation in local councils.
- Gender analysis training for Mayors, councillors and officials.

**DRAFT**  
**DETAILED GENDER ACTION PLAN FOR LOCAL COUNCIL IN KARAS REGION, NAMIBIA**

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
<b>I. GOVERNANCE</b>						
<b>Representation</b>						
To increase the representation of women councillors in the next elections to ensure that the SADC target of 50% women in local government is achieved by 2015.	Public commitment to achieving parity between male and female councillors – through mobilisation of women as candidates.	Political parties	Tses 4/5 (80%) women Koes 3/5 (60%) Bethanie 5/5 (100%) Berseba 4/5 (80%) Keetmanshoop 1/7 (14%) Karasburg 3/7 (43%) Aroab 3/5 (60%) Luderitz 5/7 (71%)	50% women's representation in all councils	2010	
	Liaise with Traditional Authorities on women's representation in local politics.	Local authorities dev comm	There has been no engagement with traditional authorities on gender	One meeting every month	June 2008 Every month thereafter	
To ensure that women are equally represented in leadership positions in the Council.	Compile and update statistics on women in leadership positions in each council including management and other committees.	CEO	The MGECW has statistics on women in local government There are no such statistics in councils currently	Sex disaggregated statistics on women in leadership positions in local government.	July 2008	
	Take measures to ensure equal representation of women in leadership positions in council.	Councillors, Council dev comm	<i>What is the % of women in leadership positions in the council, ie. Chair/ vice chair of council and on committees?</i>	50% women in leadership positions by 2015		
To educate people and raise awareness about the importance of women's equal representation in local councils	Raise awareness in communities on the importance of women being equally represented in local politics and the	CEO, in conjunction with NGOs and CBOs, Cllrs	There have been workshops conducted by NGO's eg. FES	All community members to be included in such campaigns including non-white community members who are isolating themselves		

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	importance of voting for women.					
	Work with the Ministry of Education to encourage gender balance in their curricula and promote gender equality in schools.	Chair of council	There have been some initiatives with Mines who have become involved in advice around subject choices etc. but nothing has been done on gender.	Changes in curricula to make them gender sensitive.	July 2009	
<b>Participation</b>						
To increase participation by women because their concerns are often sidelined or overshadowed by political party concerns.	Establish a multi party women's caucus (see also GMS).	Political parties, councillors	No multi party women's caucus exists	Multiparty women's caucus established for the Karas region – 10 women to make the regional committee who will consult with political parties	August 2008	
	Network with other local, national and regional women's caucuses.	Regional committee	No networking has been done	External links established	August 2008	
	Political parties and councillors should identify women who have leadership potential and groom them into leadership positions	Councillors and political parties	There are no such grooming programmes within political parties and councils	10 women groomed annually	July 2009	
To empower women councillors to articulate what are regarded as "women's issues."	Conduct a skills audit.	Multi-party women's caucus	No skills audit has been done in the past	Data on the specific skills of councillors.	Sept 2008	
	Training needs identified by women councillors eg gender, public speaking and assertiveness.	Multi-party women's caucus, Cllrs	The only training done is an induction course at the start of term	At least 2 courses attended by all women councillors	August 2009	
	Council meeting rules should accommodate the use of vernacular so that councillors can use their	Chair of council	Councillors speak any language they wish in council meetings but sometimes some information	Formalised policy about language and translation in council meetings. Important documents should		

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	first language in meetings and interpretation should be provided.		is only available in English and councillors miss out on information.	be simplified or translated.		
	Induction programmes for new councillors with follow up refresher courses.	MLGHRD	There is an induction programme at the beginning of cllrs terms but no refresher courses	All councillors to participate in induction and refresher courses every year	July 2009	
To empower men on gender issues and mobilise their support.	Gender training workshops for male and female councillors and officials.	MGE CW/ Men action against VAW/ Men for change	There have been workshops in the past but they are irregular	All councillors to participate in annual workshops	July 2009	
	Gender dialogues with male Councillors and officials.	Mayor/ Chair	No dialogues with male councillors have been held	Gender dialogues take place one a month	June 2008	
<b>Community mobilisation</b>						
To ensure that women and men participate equally in community matters and that policy making is informed by accurate data.	Collected, disaggregate and analyse data on communities.	Chair of council/ HR/person nel officer	No data exists on the community currently	Sex disaggregated data on the community.	September 2008	
	Encourage men to participate in public meetings and on issues that are traditionally considered to be only of concern to women.	Councillors	More women than men participate in public meetings	At least 50% of participants should be men	July 2008	
	Educate, inform and disseminate information in indigenous languages on issues that affect women such as utilities, payment of bills, housing opportunities, employment, contracts	Admin/PRO Councillors	This information is disseminated in community meetings only. There are some posters for HIV and AIDS and TB which are put up in public spaces, in Afrikaans and English	Information materials produced in all local languages	July 2009	

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	and employment opportunities and HIV and AIDS					
To ensure that women are consulted equally in policy-making processes.	Conduct specialised participation exercises for women.	Multiparty women's caucus	There is no targeted consultation processes with women in policy making	5 specialised participation exercises to take place annually	July 2009	
To mobilise men at local level and ensure that they do not feel threatened by gender equality.	Conduct workshops with men's groups.	HR/ VDC, NGOs eg. Men for change	There have been few to no workshops with men	2 – 3 workshop held with men annually	August 2008	
<b>II. GENDER SPECIFIC PROGRAMMES</b>						
<b>Safety and security: Gender based violence</b>						
To educate communities on gender based violence which is rooted in unequal power relations and is "hidden" despite being one of the major challenges facing the council.	Devise a comprehensive programme on Gender Based Violence.	CEO/ PPRC	<ul style="list-style-type: none"> <li>- Police public relations committee (PPRC) have been established in councils</li> <li>- There is no GBV programmes within the council</li> <li>- There are women and child protection centres</li> </ul>	Council represented on the PPRC and provide support and supplement this structure	November 2008	
	Conduct awareness campaigns; take a high level political stance against GBV. Plan for and participate in the Sixteen Day Campaign.	CEO Cllrs	Councils have not actively participated in awareness campaigns or promoted the 16 Days Campaign in the past.	<ul style="list-style-type: none"> <li>- Distribute flyers in bills</li> <li>- Visit schools and communities, youth groups etc.</li> <li>- Organise a march in the town</li> <li>- Community plays/ dramas</li> </ul>	August 2008	
To make communities safer as street lighting is often poor especially in public places adding to the dangers of GBV.	Work with communities to ensure that all public spaces such as parks, cemeteries, and all neighbourhoods are safe with adequate street	Electrical dept	There is insufficient lighting in communities	All streets and public places should be well lit	2009	

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	lighting.					
To provide better support and more places of safety and care for survivors of GBV	Conduct a study to establish the feasibility of supporting shelters and places of safety for survivors of gender based violence.	Chair person	There are no places of safety and care are there within the council	Feasibility study results	December 2008	
To provide information on where survivors of GBV can get help.	Promote city and NGO publications and pamphlets in different languages on where to get help.	PRO office	There are no publications and information on where to get help.	Pamphlets and posters produced and distributed	December 2008	
<b>Early learning</b>						
To provide affordable child care to free women to participate in the labour force,	Conduct a feasibility study to establish the need and requirements for the provision of quality early childhood development facilities.	Mayor office	No research has been done regarding early childhood development	Feasibility study results	December 2008	
<b>III. GENDER IN EXISTING PROGRAMMES</b>						
<b>Security and emergency services</b>						
To address issues of safety within communities that affect women disproportionately especially in informal settlements.	All streets should be named so that emergency services can locate women who call for assistance.	Mayor office	Not all streets are named or numbered	<i>What is the target? How many streets named by when?</i>	July 2008	
	Council to establish a disaster management plan which will outline what action should be taken in the event of disasters	CEO	No such disaster management plan exists.	Disaster management plan	June-July 2008	
To educate women and to raise awareness, especially	Awareness programmes that target women, on	Dev comm. Disaster	There has been no awareness programmes	2 programmes a year	July 2008	

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of women-headed households in informal settlements, who suffer disproportionately as a result of fires that destroy their homes and livelihoods.	the prevention of fires and train community members on how to handle emergencies, including first aid.	comm..				
<b>The economy and job creation</b>						
To obtain sex disaggregated data on unemployment levels in local authorities	Conduct surveys, collect data and analyse it.	Mayor office	There is no specific data on unemployment levels but anecdotal evidence shows that unemployment levels are very high and more women are affected than men	Availability of sex disaggregated data.	July 2008	
To facilitate equal employment opportunities because women are disproportionately affected by high levels of unemployment	Set and monitor specific targets to ensure gender parity in employment opportunities created by local government.	Mayor office	When the council awards tenders there is a stipulation that local labourers will be utilised but there are no specifications with regard to women and in many cases more men than women do these jobs.	<ul style="list-style-type: none"> <li>- Clause in tender documents that stipulated equal participation of women</li> <li>- 50 % of all those employed to do work in the council should be women</li> </ul>	Jan- Feb 2009	
	Facilitate employment opportunity workshops for women in communities to enable them to be better placed to access opportunities.	Finance and economic dev.	No workshops are done by council	Workshops that encourage women to participate in jobs that are traditionally done by men	July 2008	
	Create a vote item in the budget specifically related to women's empowerment.	Council	No such vote item exists in the council budget	Vote item related to women's empowerment created in the budget	July 2009	
	Inform women about	Finance and	Very little information exists	<i>What is the indicator? How will</i>	July 2009	

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	economic opportunities.	economic development / LAD	on employment opportunities for women	<i>this be measured?</i>		
<b>Procurement</b>						
To ensure that women benefit equally from the procurement process which they have historically been excluded from.	Facilitate increased involvement of women contractors by raising their awareness and providing them support and training on tender procedures.	Tender board committee	There are no stipulations in tender documents about gender equality	<ul style="list-style-type: none"> <li>- Clause in tender documents that stipulates equal participation of women</li> <li>- 50 % tenders to be awarded to women</li> </ul>	July 2008	
	Implement and monitor quotas for women for the awarding of council contracts	Tender board	There is no point/ quota system for awarding contracts	<i>What will the quota be?</i>		
	Encourage and affirm larger businesses that sub-contract women-owned enterprises.	Tender Board	There are no incentives that affirm large businesses who sub-contract to women-owned enterprises	Stipulation in tenders	July 2008	
<b>Poverty eradication</b>						
To develop a gender sensitive strategy to address the high levels of poverty that affect mainly women especially women headed households and align it with the national planning commission (NPC)	Prepare a poverty reduction strategy, which makes explicit mention of women and female-headed households.	CEO	There is no poverty eradication strategy in council	Poverty eradication strategy	September 2008	
	Facilitate improved access to social grants.	Chief clerks/ information centres	Chief clerks in village councils assist community members in completing applications and assist in bringing forms to Keetmanshoop	<i>What is the target increase in the number of women accessing social grants?</i>		
	Implement food security and nutrition programmes.		Councils do have some food security programmes but these are not gender specific	Food security and nutrition programmes that benefit women and men equally		

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<b>Business support</b>						
To promote women's participation in the business sector where they are poorly represented	Link women's small businesses with opportunities in the value chains of growth sectors.	Council	Councils have been SME shelters which they rent out to small business	50% women to be accommodated in the structure		
To empower women entrepreneurs through business skills and support	Facilitate skills development, access to information and finance, and business support for poor women.	Council, Ministry Trade	There is no skills development and business support for women	<i>What is the target number of women to be empowered by training and support?</i>		
	Facilitate increased involvement of women-headed companies by raising their awareness and providing them support.		There is very little support for women-headed companies currently	<i>What is the target number of women-headed companies to be formed? How will support be measured?</i>		
<b>Informal sector</b>						
To promote equal access to markets.	Conduct a survey to identify needs of women and link women to growth sectors.		Keetmanshoop has conducted a survey – await results	<i>What is the target number of new formal businesses to be formed?</i>	July 2008	
<b>INFRASTRUCTURE</b>						
<b>Housing</b>						
To promote the equal rights of women to land tenure	Collect sex disaggregated data on housing.	Part 2 LA: Corporate Affairs Dept, Community Dev Division	There is no sex disaggregated data on land tenure	Sex disaggregated data on housing	3-6 Months	Data will determine
	Adopt a quota system to ensure that women have equal access to erven.	Villages: No dept divisions,	There are no policies to ensure women's access to erven	Part 1: 30% increase in women owning land Villages: 35% increase in women owning land	Within 1year	?
	Ensure gender balance on the housing committee.		Housing committee's are currently constituted: Part 1: 2 Cllrs, 3HOD, 2	50% of the housing committee should be women.	Next cycle-2011	?

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		but individuals: Town	Community members, Head of Community Division as Secretary with Mayor as Chair Person. Villages: 7 men and 3 women from Traditional leaders, 2 community member, 1 CEO and 2 Technical members, and 1 HOD from Min Health and 2 previously beneficiaries from build together Project, no politicians			
	Increase the range of housing options available to poor households.		Previously there was no land tenure for women and this still exists in some areas under chiefs	At least 30% increase in women owning land		
To ensure that women's needs are taken into account because they are mostly affected by inadequate housing.	Incorporate the needs of women into the residential design.	Part2: Property Division, for villages same person as above	There is a Town Planning Committee with various representations at the Village level; Part 2 rely on consultants to do these consultations together with the Infrastructure and Technical Services (ITS) Department.	Customer satisfaction survey	1 financial year July 2009	?
	Identify unsatisfactory living environments and formulate recommendations for their improvement.	Mayors – Office/ CEO	<ul style="list-style-type: none"> <li>- There has been an assessment of living environments for budgetary purposes.</li> <li>- Mayors Office receives complaints, but CEO formulates recommendations for</li> </ul>	Customer satisfaction survey system for monitoring purposes.	Annually from now on	Within same Vote of Policy Formulation

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
			their improvement			
	Permit low-impact economic activities to be undertaken from dwelling units.	Health Dept	Activities are regulated by the Shebeens and Liquor Act. (By-law) which provides for Part 2 LAs to give liquor licences, but none at village level.	Licences issued per year.	Annually	?
To adapt housing policies so that they are gender sensitive	Review current policies and change them to make them gender sensitive.	Mayor's office	No policy review has taken place	Council adoption and endorsement of policy	Next – Financial year	No budget needed
<b>Transport</b>						
To ensure that women's transport needs are established and met and to ensure that public transport is made safer for women and children.	Taxi and bus stations and stopping points to be regulated in order to make travelling safe for all people, especially women, children and people with disabilities.	Part 2 LA: ITS Dept Function	<ul style="list-style-type: none"> <li>- Part 2 Municipalities have done a survey on the need for taxi ranks</li> <li>- Villages Councils: No Taxis or Public Transport</li> </ul>	<ul style="list-style-type: none"> <li>- Taxi ranks included in town planning</li> <li>- Taxi Ranks established</li> <li>- 30 % decrease in violence</li> </ul>	2009/10 Fin year	N\$ 150- N\$300.00
	There should be effective policing to ensure that taxis comply with safety standards and laws, including that they be registered and that they go for regular roadworthy tests.	NATIS- an agency of LAs under the Traffic Dept	<ul style="list-style-type: none"> <li>- Policing is done by Municipal Traffic Officers in collaboration with National Police.</li> <li>- Taxis are registered by NABTA (Taxi Associations)</li> <li>- Taxis go for roadworthy tests every six months</li> </ul>	<ul style="list-style-type: none"> <li>- 60% decrease in violence/ accidents/ deaths?</li> <li>- Taxis should be roadworthied every six Months</li> </ul>	Annually	?
	Lobby for legal taxi's to be one colour so that they are easily recognisable.	Mayors Office	No baseline	All taxi's conform within a year	1 year	
	Establish a committee to	Mayors	Such a committee does exist	Regular meetings and advice to	1 year	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	give advice to NABTA and councils	Office		councils		
	Pedestrian safety, especially in informal settlements.	Municipal Traffic Dept	Pedestrian safety is low	Accident Reports and Police Crime Bulletins	3years	
<b>Water, sanitation and electricity</b>						
To ensure that women, who are disproportionately affected by inadequate service delivery, are provided with affordable access to basic services	Provide affordable services to poor households.	ITS Dept and Technical Person at Village level	Services being provided include: Stand-alone(Stand Pipes) water meters, prepaid systems, laying of sewage line – ILENI Settlement),electrification to marginalized groups, building of reticulation system to do away with bucket system	100% removal of bucket system at Village and 100 electrification and sanitation	2 years	2mil
	Council should respond to calls for information by those who cannot afford services and where possible subsidies should be provided.	CEO and Finance Dept Offices	Currently subsidies are provided to pensioners only	Subsidies provided to disadvantaged groups	2010	
	Create jobs through awarding tenders, community projects, cash for work and training for women in this sector.	CEO Office – through LTB	There is a promotion of 50/50 Manifesto	50/50		
	Ensure that women are consulted prior to the provision of services.	Mayors Offices	Community meetings for all community members take place.	Gender disaggregated info for specific planning	Annually	
	Align services to the needs of women.	Proposing Gender Mainstreaming Dept	Services are provided to all community members without gender being a consideration	Gender disaggregated data	2009	

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	Involve women in the management and maintenance of these services and facilities.	CEO and HR Dept	Women are involved in management and maintenance of these facilities in Keetmanshoop and some Villages	50/50	Next Financial year	
	Sex disaggregated data is needed to address a business plan.	Mayors Office-	Some councils have strategic plans.	Relevant and Council specific business plan at local level	For Next Financial year	Depending on Consultant Fees!
<b>Environmental health</b>						
To involve women, as key stewards of the environment, in environmental preservation projects or making business ventures from the environment.	Create an environment committee in which women and men are equally represented.	Environ and Health Dept/ environ Comm	There are environment committees in some Villages	50/50 participation of women and men	2009	
	Create a forum for engaging with the community on environmental health issues and ensure that women and men are equally represented and involved in for eg. the management and disposal of waste and in recycling projects.	Environ and Health Dept/ environ Comm	There are no environmental forums at present	<ul style="list-style-type: none"> <li>- 10 people (5 women) on the committee,</li> <li>- Meet 4 times a year</li> <li>- Quarterly Reports on activities</li> </ul>	2009	
	Increase the frequency of refuse collection.	ITS and Technical department for Villages	Refuse is collected once a week	Refuse should be collected once a week		
	Provide and maintain public toilets.	ITS and Technical department for Villages	There are no public toilets in the council	<ul style="list-style-type: none"> <li>- At least 1 per suburb and 2 in CBD depending on Town Population.</li> <li>- They be maintained daily</li> </ul>	2009	1miljoen
	Develop a gender	CEO/	There is a policy at the	Gender Sensitive Policies	2009	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	sensitive solid waste management policy.	Health	moment but it is not gender sensitive			
<b>HIV and AIDS and TB Prevention</b>						
To establish the gendered dimensions of HIV/AIDS and raise awareness on the disease in the council.	Develop gender aware HIV and AIDS public education and awareness campaign.	Mayors Office	There are HIV and AIDS education and awareness campaigns	<i>What is the target? How many people reached over what period? How will it be coordinated?</i>		
	Advocate for and promote the female condom and so that women have free access to them.	Mayors Office/ Councillors	The female condom is available but not being used for purposes designed for at times	80% increase in number of female condoms available for use by women	2015	
To raise awareness that there is an increased risk of contracting HIV/AIDS as a result of sexual assault.	Public awareness campaigns on the links between GBV and HIV/AIDS; the red and white ribbon campaign, coupled with ongoing awareness campaigns.	Mayoral Office	There have been several campaigns by the Mayor and Councillors, posters, advertisements etc	<i>What is the target? How will this be measured?</i>		
To educate women who are not aware of the need to avail themselves of Post Exposure Prophylaxis (PEP) in the event of a sexual assault.	Integrate PEP into public awareness campaigns; Ensure that all health facilities administer PEP.	Mayoral Office	PEP is not readily available at all health facilities	<i>What is the target % increase in the number of women accessing PEP?</i>		
To educate women and men on voluntary counselling and testing which is a powerful tool for preventing the spread of HIV/AIDS.	Obtain sex disaggregated statistics on VCT. Use this to devise campaigns to encourage women and men to go for VCT.	Mayoral Forum in consultation with RACOC/ ACCOC	There are no statistics on VCT at the local level, these are available at the Ministry of Health	100 % increase in number of women and men going for VCT	2010	
<b>Treatment</b>						
To address the fact that	Sex disaggregated	None	No statistics available	Sex disaggregated data		

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women are often the last to access free treatment where this is available.	statistics on access to treatment and care; policy measures to rectify this.					
	Facilitate access to ARV's for women and men and keep sex disaggregated statistics on uptake.	Mayors Office	This is a Ministerial duty	What is the target? How many people receive treatment? Over what period? 100%	Act now	
<b>Care</b>						
To facilitate improved access by women to social grants because the most of the burden of care for those living with HIV/AIDS falls on women and young women are increasingly assuming parenting roles for their siblings.	Campaign for care work to be recognised and remunerated.	Mayors office	There is no policy on care work	All affected should be recognised and remunerated	Immediate	
	Work with relevant gvt depts in developing sustainable solutions for OVC's.	Mayors Office	Nothing is being done in this area	Ministry of Health and Gender Equality	Immediate	
	Institute gender responsive programmes to mitigate the impact of HIV and AIDS	Propose Gender Dept	No programmes exist	Gender responsive programmes	2010	
	Council to make a link with AMICALL.	Mayors office	Links exist	Continued links with AMICALL	Ongoing	
	Facilitate improved access to social grants for OVC's	Mayors office	There are no statistics on child-headed households or those accessing social grants	100% increase in the number of OVC's/ caregivers accessing social grants %	2010	
	Facilitate support groups and counselling for caregivers.	Mayors Office	There are support groups	<i>What is the target number of people accessing support groups?</i>	2010	
<b>Social development</b>						
To make community and sporting facilities more accessible to women and ensure that they benefit equally from such facilities.	Collect sex disaggregated data on the use of council community and sporting facilities.	HR	No data exists	Sex disaggregated data on the use of community and sporting facilities.	Six months	
	Design programmes to	Gender	Part 2 Mun has social clubs	<i>What is the target?</i>	Next financial	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	ensure that women and men benefit equally from local authority facilities, for example promoting women in traditionally male sports, eg. Soccer and boxing.	dept to be established	but there are none for Villages		year	
	Organise events and displays that celebrate women's achievements and challenge stereotypes. Encourage programmes that challenge stereotypes all spheres, including the home. Educate parents on how their children should be socialised.	Gender Dept to be established	No such programmes exist	New department established	Next financial year	
To challenge the belief that child care is the sole responsibility of women and to educate men on parenting responsibilities.	Conduct awareness programmes on parenting responsibilities for men and women.	Gender Dept to be established	There are no awareness programmes or training materials covering parenting responsibilities	<i>How will this be measured?</i>	July 2008	
<b>IV. EMPLOYMENT PRACTICES AND ENVIRONMENT</b>						
To increase the representation of women employed in the council.	Adopt the SADC target of 50% women in all areas of leadership and employment by 2015. Explicitly prioritise gender equity in performance plans.	Political parties	Swapo Party introduced Zebra System.	<ul style="list-style-type: none"> <li>- 50% women in all areas of employment by 2015</li> <li>- 50% women representative in local council by 2010</li> </ul>	2010	
	Address gender imbalances in departments – increase	HR	Current gender statistics of employees in the council are approx 63% men and 27%	50% women representative in local council by 2010	2010	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	number of women employed overall as well as increase the number of women in senior and management positions and address the departments where the greatest imbalances exist.		women There are no stats on the percentage men and women who occupy management position and what the breakdown per department is			
	Include women's targets as a non negotiable component of senior managers' contract.	HR	<i>Who is responsible for ensuring that targets are met? Is this included in their contract?</i>	Women's targets as a non negotiable component of senior managers contract b2010	2010	
	Align the work place skills Plan to the Affirmative Action plan.	Human Resource	Nothing has been done in this area	Performance Appraisal	2010	
	Obtain buy-in and support of the unions for increased gender equity in the employment profile of the council.	Council (Mayor and councillors)	No buy in has been obtained from unions	Buy in from unions	2013	
To ensure that the recruitment and selection process offers equal opportunity to women.	All job advertisements should encourage women to apply.	HR	No baseline	By 2009, all job advertisements should encourage women to apply.	2009	
	After the establishment, contribute to ALAN's data bank of possible women candidates.					
	Selection panels should be gender balanced.	HR	Selection panels currently constituted by the panellists position	Gender balance on selection panels in place by 2009	2009	
	Gender sensitive selection policies should apply at all time	All depts in the council	Current practices are not gender sensitive?	- All departments should have gender policies by 2013 - Interviews questions and	2013	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
				practices should not discriminate against women in any way. - Experience and qualifications should both be taken into account in evaluating suitability for posts.		
	Develop comprehensive employment equity plans.	HR / council members	There is no employment equity plan in existence	EE Policy in place by 2012	2012	
	Incorporate gender into structure system policies and processes.	All depts	Gender has not been incorporated into policies and processes	Gender sensitive structure systems and policies in place by 2013	2013	
To educate and train women employees, who have previously been disadvantaged, by implementing capacity-building and mentoring programmes so that they may be empowered to perform their job functions and map their intended career paths	Council should have a staff development plan and this should be adequately planned and budgeted for.	HR/ training division.	The council does not have a staff development plan	Development plan in place by 2010	2010	
	Undertake a skills/ qualification audit and assessment of all municipal employees.	HR	No skills audit has been done in the past  None	Skills audit assessment of all municipal employees by 2012	2012	
	Devise and implement a range of capacity-building options for employees and councillors.	HR/ training division	The only capacity building that takes place is an induction course	Capacity building options for employees by 2010.	2010	
	Mentoring new councillors and employees.	HR	No mentoring of new councillors is done	Can be measured by participation of women in the council.	2010	
	Provide information to councillors, CBOs and community members.	HR- PRO	There is information for town councils but not for village councils	Village council to have a newsletter by 2010		
	Increase the number of	LD comm	No learnerships are available	20% learnerships available for	2010	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	learnerships available for girls.		for girls currently	girls		
	Identify skills needs among communities and skills gaps in key economic sectors.	LD Committee	No needs assessments have been done	Identify gaps on skills needs among communities by 2010	2010	
	Develop targeted skills development programmes.	Training division/ HR	No skills development have been done	Skills development programmes developed by 2010	2010	
	Facilitate women's entry to skills development programmes.	Training division/ HR	Nothing has been done to facilitate women's entry to programmes	20% increase in number of women accessing programmes by 2010	2010	
<b>Work conditions and environment</b>						
To facilitate women's equal participation in the workplace by providing support for parents because parenting responsibilities have and continue to be the main responsibility of women.	Review maternity leave provisions to ensure that women are able to take three months full maternity leave through the contributions of both local government and Social Security.	Mayor/ members council	Current provisions for maternity leave: Unpaid 3 months- social security to cover some costs.	Three months full maternity leave through the contributions of both local government and Social Security	2009	
	Provide and standardise paternity leave and accompany this with a programme on responsible fatherhood. Possibly consider shared maternity and paternity leave	council	There are no provisions for paternity leave or programmes around responsible fatherhood	Two weeks paid paternity leave By 2009	2009	
	Meetings times should take the needs of all employees into consideration and not run too late.	council	There is no policy on meeting times, time is determined by the agenda	Policy on meeting times in place by 2009. Meetings should be run between 17h00 and 20h00.	2009	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	Provide child care facilities for municipal employees.	council	There are no child care facilities currently available	1 child care facility per council by 2010	2010	
	Provide flexible work arrangements for parents.	Mayor office	There is no flexi time arrangement	Flexible work arrangements for parents in place by 2010.	2010	
	Act upon employees who are not making maintenance payments.	HR – salary office	This issues is not addressed	By 2010 action to be taken for employees to pay maintenance. Measured by stop order from their salaries.	2010	
	Conduct awareness programmes on parenting responsibilities.	Mayor office	There are no such programmes	Awareness programmes on parenting responsibilities developed by 2010	2010	
	Support and expand crèches.	Mayor office	Available crèches are run by individuals not the council.	atleast2 crèches in each local council by 2012	2012	
Address issues of sexual harassment in the council.	Develop and implement a sexual harassment policy (SHP).	HR	There is no sexual harassment policy	Implementation of the Sexual harassment policy by 2010	2010	
	Workplace education and awareness on the SHP	HR	There are awareness programmes  None	Number of training conducted	2012	
	Code of conduct to ban the use of sexist jokes and language.	HR	There is no code of conduct	Code of conduct to ban the use of sexist jokes and language In place by 2010.	2010	
<b>V. GENDER MANAGEMENT SYSTEM</b>						
<b>Planning</b>						
To ensure that women are consulted about their needs when drawing up plans for the council.	Adapt the vision and mission statement of the council to ensure that it is gender aware.	Mayor office	The mission and vision statement says nothing about gender	Vision and mission statement of the council to ensure gender mainstreaming by 2010	2010	
	Conduct surveys prior to planning to determine the needs of both women	Mayor office – PRO	No surveys have been conducted	Gender aware survey results.	2010	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	and men.					
	Consult with both women and men when drawing up plans.	Mayor office	No consultations have taken place in the past	2 consultative meetings by 2010. (1 meeting per year).	2010	
	All units and departments should include gender indicators in their business plans.	Mayor office	No units/ departments in the council use gender indicators in their business plans	All units/ department use gender indicators in their business plans by 2013.	2013	
	Councils should administer customer satisfaction surveys that are disaggregated and analysed according to gender.	Mayor office _ PRO	No customer satisfaction surveys been administered in the past	One survey conducted by 2013. Survey to be conducted every five years.	2013	
<b>Gender structures</b>						
To establish structures that constitute the gender machinery and to ensure that they have the authority to carry out their work and to obtain the commitment of all managers.	Council should have a gender coordinator in the office of the CEO.	Mayor office / CEO office	No structures have been established	GMS vested with authority, strategy, plan and resources established by 2010.	2009	
	Recruit/appoint/hire gender focal point.	HR	There is no gender specialist in council	Specialist staff appointed by 2010.	2010	
	The gender coordinator should be assisted by gender focal points in all departments, together comprising the gender management committee.	HR	No work has been done to establish gender structures	GMS , vested with authority, strategy, plan and resources established by 2010.	2010	
	Senior managers must take ultimate responsibility for gender mainstreaming within the administration.	All depts	There is no person responsible for gender in the council	GMS vested with authority, strategy, plan and resources established by 2010	2010	
	Gender to be written into the job description and performance agreements	HR	Gender has not been written into the performance agreements of senior	Accountability on gender through Pas by 2010.	2010	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	of senior managers and GFP.		managers			
	Gender should be a standing item on the agenda of management committee meetings.	All depts	There is no such item on the management committee meeting agenda	Gender item stand on its own in the management committee by 2009	2009	
	Establish a gender committee comprising councillors and other stakeholders to ensure political oversight for gender mainstreaming in the work of local government.	Mayor office	There is no committee in Council responsible for gender	Gender equality committee by 2009.	2009	
	Form a multi party women's caucus.	Mayor office	There is no structure to bring together women councillors around common concerns	Women's caucus established by 2009.	2009	
	Prepare Terms of Reference for gender machinery, and clarify reporting procedures.	All depts	There are no gender focal points departments	GFP formed; TOR for GFP developed by 2009	2008as soon as the appointment done.	
	Gender machinery to prepare their own strategic plans.	All depts	There is no GMS	Strategy and action plan adopted by 2010.	2010	
	Establish linkages with gender machinery in other municipalities.		No linkages have been established	GMS Networked		
<b>Budget, monitoring and evaluation</b>						
To make use of sex disaggregated data for monitoring and evaluation to ensure that gender equality is being strived	Obtain sex-disaggregated data.	Mayor office-PRO	There is no sex disaggregated data	All statistics disaggregated by sex 2010.	2010	
	Ensure that women and men participate equally in public consultations on	Mayor office	Both women and men are involved in planning and budget consultation	Consultative meetings on planning and budget to involve both men and women by 2010.	2010	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
for. To ensure that resources are being allocated to gender priorities.	planning and budgets.			Measured by the number of consultative meetings where women were involved.		
	Conduct a gender analysis of the municipal and departmental budgets to ensure that expenditure responds equally to the needs of women and men.	Mayor office	There are no direct or indirect budget allocations for advancing gender equality	Gender analysis of the municipal and departmental budgets developed by 2010	2010	
	Recommend resource allocation (specific budget line) for initiatives that will promote gender equality, including fighting gender violence and HIV and AIDS).	Mayor office	The action plan has not been costed	Costing of this action plan developed by 2013.	2013	
	Ensure that departments allocate resources to gender priorities.	Mayor office	Departments do not allocate resources to gender priorities	All departments allocate resources to gender priorities by 2013.	2013	
<b>Capacity building</b>						
To ensure that training is done to educate all employees and community groups on gender.	Liaise with service providers to provide training programmes.	Mayor office	No training is done with employees and community groups	8 local councils training on gender analysis by 2013.	2013	
	Facilitate training programmes among councillors, officials and community groups.	Mayor office	No training has been done	25 village councillors and 21 municipal councillors , 12 officials and 5 community groups trained 2013	2013	
	Gender sensitivity training for both male and female councillors	Mayor office	No training has been done	25 village councillors and 21 municipal councillors , 12 officials and 5 community groups trained 2013	2013	
	Gender analysis training for councillors and staff	Mayor office	No gender analysis training has been done	25 village councillors and 21 municipal councillors , 12	2013	

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	with specific gender mainstreaming responsibilities.			officials and 5 community groups trained 2013		
To raise awareness on gender issues and challenge the belief that gender is a "women's issue".	Compile a calendar of special gender events and campaigns. Engage in campaigns to raise the profile of gender eg Women's Day; Sixteen Days campaign.	All depts	No special gender events and campaigns have been organised or participated in by council	National calendar on gender special events compiled by 2010.	2010	
	Prepare pamphlets, advertising, posters, logo etc.	PRO - office	There are materials produced by they are not specific on gender.	Gender materials produced by 2013.	2013	
	Run competitions, sporting activities that challenge stereotypes.	Social and recreation	No such activities been done	All sport activities and competition to challenge gender stereotype by 2013	2013	