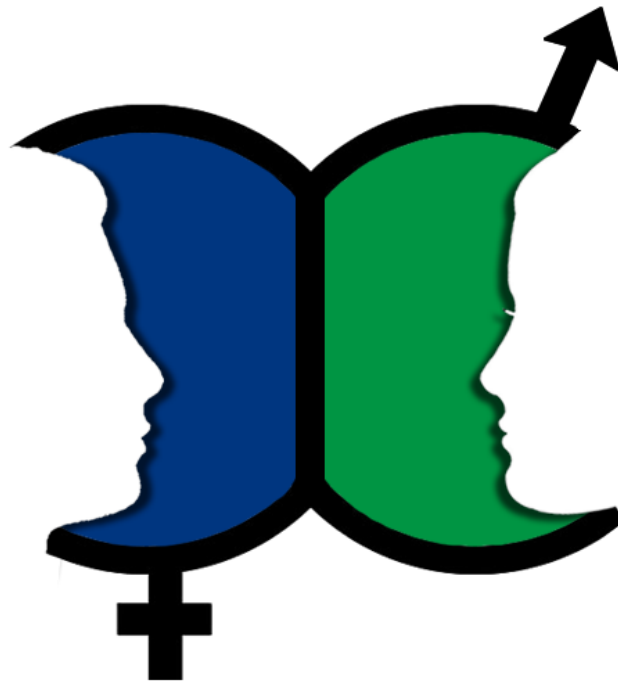




**MINISTRY OF GENDER EQUALITY
AND CHILD WELFARE**

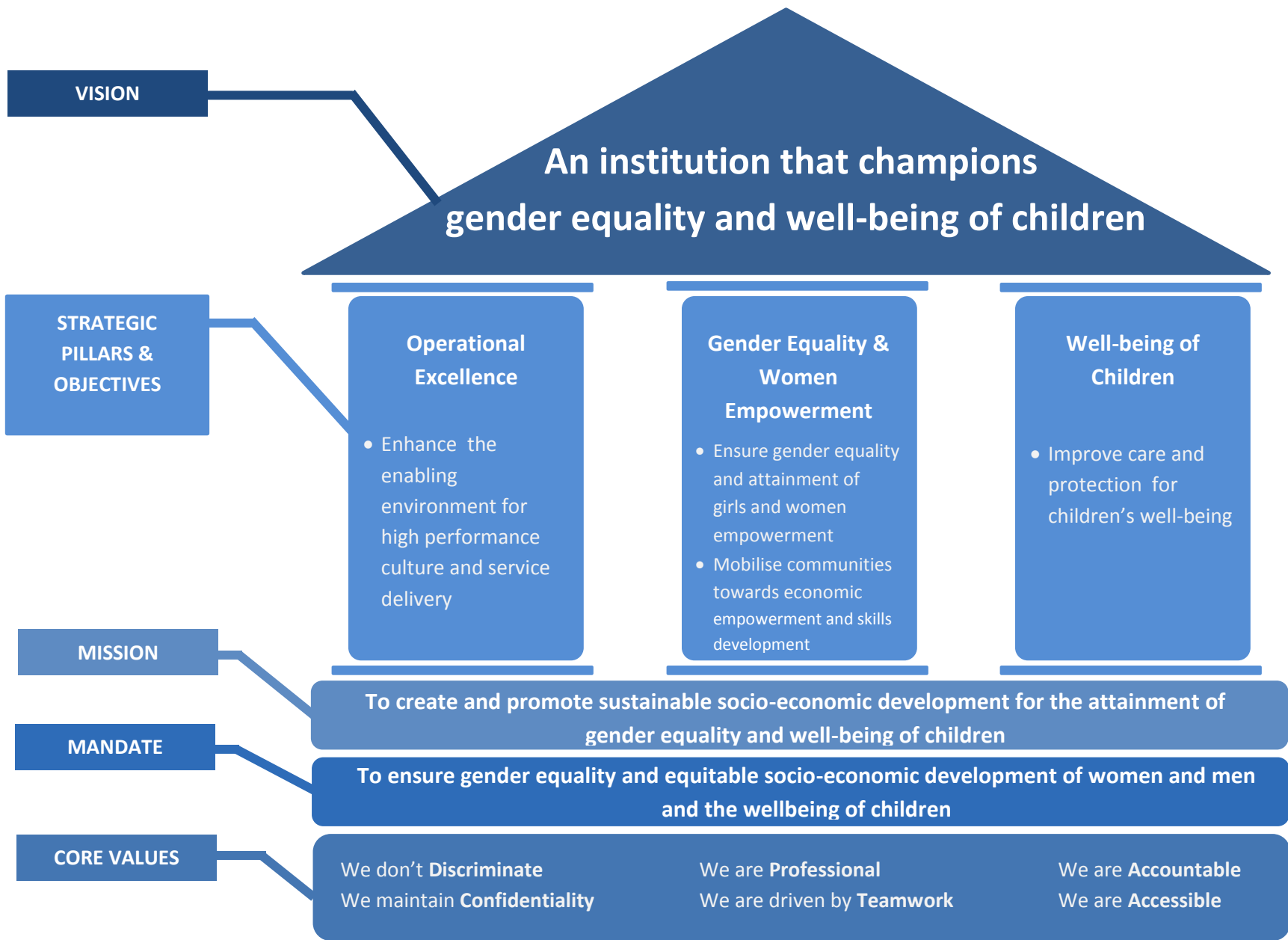
**STRATEGIC
PLAN 2017-22**



The Namibia we want...

**Realising gender equality
Women and men are empowered
Children are cared for and protected**

Our Strategic Slogan: Equity and Empowerment





REPUBLIC OF NAMIBIA

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Abbreviations

CBO	Community Based Organization
CDA	Community Development Agency
CSO	Civil Society Organization
CWS	Child Welfare Services
DAGS	Directorate of Administration and General Services
DCIED Development	Directorate Community & Integrated Early Childhood
DGE	Directorate of Gender Equality
DO	Desired Outcomes
GBV	Gender Based Violence
M & E	Monitoring and Evaluation
MGECW	Ministry of Gender Equality and Child Welfare
MTEF	Mid-Term Expenditure Framework
MoF	Ministry of Finance
MHSS	Ministry of Health and Social Services
NDP5	National Development Plans 5
NGO	Non-Governmental Organization
NPA	National Plan of Action
NPC	National Planning Commission
RCCF	Residential Child Care Facilities
SADC	Southern Africa Development Community
SWOT	Strengths, Weaknesses, Opportunities and Threats
UN	United Nations

Foreword

Gender equality is essential for sustainable development and it touches all spheres of life. We will, therefore, work to create and promote an enabling environment in which gender equality and the empowerment of women are realized.

Although the importance of integrating gender issues in Namibia's overall socio-economic development has been recognized since independence, and the Namibian Constitution is based on the principle of equality between men and women, discrimination against women has continued in most sectors of the Namibian society. It was against this background that the National Gender Policy was adopted to combat discrimination based on sex. According to the policy, the Government shall continue to recognize that the empowerment of women and equality between women and men are basics for achieving conducive and sustainable political, social, cultural and economic security among all people of Namibia.

Ensuring that government protects and provides essential services to the most vulnerable children. Strengthening the capacity of children and young people to meet their own needs by creating safety net for children and their families. Thus, safety net strategies are part of the broader social protection agenda's aim to address risks, vulnerability and social exclusion. Thus, safety net strategy will also aimed at prevention and provision of services as stipulated in the Child Care and Protection Act by improving the well-being of children and their families; Protecting them from discrimination, exploitation and other physical, emotional or moral harm or hazards; Establishing, promoting and coordinating services and facilities designed to advance the well-being of children and Strengthening community structures which can assist in prevention and provision of care and protection services for children.

All Government and non-governmental institutions are called upon to budget for the interventions, hence multi-sectoral collaboration. Government has to ensure collaboration with donors, United Nation agencies, international organizations, faith-based organizations and the private sector to assist in a crisis of OVC, and to further ensure the establishment of proper structures and to decentralize services to Regions, Districts and community levels.

According to the Namibian demographic Health Survey 2013, 33% of women aged 15 -49 have experienced some forms of physical or sexual violence. Orphans in rural areas are particularly vulnerable to exploitation through trafficking and other forms of forced labor. Systemic inequalities contribute towards the higher rates of women 32% of whom live below the poverty line. Poverty among females is linked to their unequal access to control over and benefit from an uneven, capital, skills, labor and limited participation in political and economic institutions.

It is against this background that I present our promise and commitment as detailed in our Ministerial Strategic Plan for the period 2017/18 – 2021/22 to the citizens of our country. Our vision ***“A champion institution ensuring gender equality, women empowerment and well-being of children”***. In the next 5 years our **promise** to our customers will revolve around the following pillars, Operational **Excellence**, **Gender Equality and Women Empowerment and Well-being of Children**.

Throughout the whole period of our Strategy execution, we will be bound as one innovative team which acts in a **professional manner**. We promise to be accountable and accessible to our customers, and we shall not discriminate. We recognize the value and benefits of working as a team and we maintain confidentiality.

Hon. Doreen Sioka
Minister, MP

Acknowledgement

We appreciate that our Namibian government is committed to eliminate gender discrimination and mainstreaming gender issues in the country. The Ministry shall continue to recognize that the empowerment of women and equality between women and men are prerequisites for achieving a conducive and sustainable political, social, cultural and economic security among all Namibians.

We will remain to play a vital role in pursuit of government Vision 2030, NDP5, Harambee Prosperity Plan and the MTEF. As a Ministry we acknowledge the achievements of the previous years that come as a result of hard work from all sectors, the following is some major's achievements:

- Women representation in Politics and decision making increased from 25% to 47%.
- Community members are now aware of basic gender issues, and has resulted in increased understanding of gender equality between men and women, girls and boys as well as understanding of division of labor which is not based on unequal social constructed roles between men and women.
- Gender Responsive Budgeting (GRB) guidelines incorporated in the budget call circular for 2015/16 thereby some O/M/A's are able to implement the Gender Responsive Budgeting (GRB) Initiative.
- There are more male involvement and community awareness initiatives in gender issues which has resulted in increased awareness on GBV prevention and response.
- Coordination Mechanism for the effective implementation of the National Gender Policy (NGP) (2010-2020) has become functional. Regional Gender Permanent Task Force were established and the National Gender Plan of Action's Implementation Clusters have been established and are functional.
- Enactment of the Child Care and Protection Act of 2015 will replace the outdated Children's Act of 1960
- Currently the MGECSW have a number of 285431 on grant system and such grants have extended to vulnerable children from poor household
- Coordination mechanisms for stakeholders at national, regional and constituency levels dealing with children issues is still going strong

The Ministry is committed to realize the outcomes as envisaged in this strategic plan for the benefit of all our customers and its contribution to the National Development Goals as set out in NDP5 as well as Vision 2030. NDP 5 stated that in terms of gender by 2022, Namibia will be a safe, secure and peaceful with a high respect for the rule of law, women have been empowered and gender-based-violence had reduced from 33% in 2015 to 20%

Our roadmap highlights **several projects** that will assist us to be ***"A champion institution ensuring gender equality, women empowerment and well-being of children"***. We will achieve this through, our three high-level Strategic Objectives that will drive the Ministry to its desired vision, we will:

- Ensure gender equality and attainment of girls and women empowerment
- Improve care and protection for children’s well-being
- Ensure an enabling environment for high performance culture and service delivery

To ensure implementation, our Strategic plan will be cascaded to the Annual Plan which will form a foundation for the implementation of the results based Performance Management System. The system measures the progress of the strategic plan implementation in line with the anticipated rolling out of Performance Management System (PMS) and Monitoring, Evaluation and Progress Reporting System will be carried out on a regular basis.

In order to attain our vision we shall uphold to our core values as enlisted and described in our Strategic Plan and we shall remain open-minded and flexible, making necessary adjustments and refinements as required during the implementation. This is our promise to our customers and development partners, with whose support and co-operation, I have no doubt we will succeed.

I would like to extend my profound appreciation to the following parties for their unwavering support, guidance and expertise during the formulation process of the Strategic Plan.

The Minister Hon. Doreen Sioka and Deputy Minister Hon. Lucia Witbooi

- CoreElite Consultancy CC led by Mr. Emmanuel Mnzava, for their professional advice and guidance throughout the preparation of our road map;
- Senior Management Staff of the Ministry of Gender Equality and Child Welfare;
- Office of the Prime Minister;
- The Secretariat entrusted to deal with logistical arrangements during the development of the Strategic Plan.

In conclusion, I would like to sincerely acknowledge the contribution of all staff members and stakeholders in various respects and at different levels. Their further involvement will be crucial in translating this Strategic Plan into action for the Ministry to achieve its vision and contribute substantially to the Fifth National Development Plan (NDP5) as well as to the Sustainable Development Goals.

Wilhencia Uiras
Permanent Secretary

Executive Summary

This Strategic Plan serves as a guiding document which will aid our Ministry of Gender Equality and Child Welfare from its current position to its desired destination. The Ministry is committed to realize the outcomes as envisaged in this strategic plan for the benefit of all our customers and its contribution to the National Development Goals as set out in NDP5, Harambee Prosperity Plan as well as Vision 2030 and the MTEF.

Our roadmap highlights **several projects** that will assist us to be **“A champion institution ensuring gender equality, women empowerment and well-being of children”**. We will achieve this through, our three high-level Strategic Objectives that will drive the Ministry to its desired vision, we will:

- Ensure gender equality and attainment of girls and women empowerment
- Improve care and protection for children’s well-being
- Ensure an enabling environment for high performance culture and service delivery

In the next five years our promise to our customers will revolve around the following pillars: **Operational Excellence, Gender Equality & Women Empowerment and Well-being of Children**. Our focus area will be performed by devising tactical and achievable **Annual Plans**. **Through our core values we will devise new ways which will** ensure that customers are contributing to the economic growth of the country.

To ensure implementation, our Strategic plan will be cascaded to the Annual Plan which will form a foundation for the implementation of the results based Performance Management System. The system measures the progress of the strategic plan implementation in line with the anticipated rolling out of Performance Management System (PMS) and Monitoring, Evaluation and Progress Reporting System will be carried out on a regular basis.

During the formulation process of this Strategic Plan deliberation, the Ministry decided on a new vision which is **“A champion institution ensuring gender equality, women empowerment and well-being of children”**. Five (5) core values were also formulated i.e. We don’t Discriminate, We are Professionals, We are Accountable, We maintain Confidentiality, We are Accessible and We are driven by Teamwork.

These core values are considered as guiding principles and beliefs within the Ministry which are demonstrated through the day-to-day behaviors of all employees.

1. Introduction

The Mandate of the Ministry of Gender Equality and Child welfare is: **To ensure gender equality and equitable socio-economic development for women and man and the wellbeing of children.** Gender Equality refers to equal rights, opportunities and conditions for women and men to realize their full human rights, to contribute to, and to benefit from economic, social, cultural and political development. Gender equality is therefore the equal valuing by society of the similarities and differences of women and men and the roles they play. It is associated with women and men being full partners in their homes, community and society.

The mandate specifies the core services areas in which the Ministry of Gender Equality and Child Welfare has to perform. It specifies the core areas, functions and responsibilities to the Stakeholders and the general Public in which the Ministry is mandated.

Vision 2030 on gender states, that Namibia will be a just, moral tolerant and safe society with legislative, economic and social structures in place to eliminate marginalization and ensure peace and equity between women and men, the diverse ethnic groups and people of different ages, interest and abilities.

“The National Gender Policy outlines the framework by which implementation of Constitutional issues can be encouraged, supported and sustained. More specifically, the National Gender Policy outlines the framework and sets out principles for the implementation, co-ordination and monitoring of gender-sensitive issues which will enhance effectiveness in the continued management and planning of the developmental processes in the different cultural, social and economic sectors of the Namibian nation.”

Further, according to the policy, the Government shall continue to recognize that the empowerment of women and equality between women and men are prerequisites for achieving conducive and sustainable political, social, cultural and economic security among all people of Namibia.

The growing number of orphans and children susceptible to poverty, health risks, orphanhood and homelessness presents challenges to Namibia’s developmental endeavors and humanity. Namibia as signatory to the United Nations Convention on the Rights of the Child (CRC, 1990) and the African Charter on the Rights and Welfare of the Child (ACRWC, 2004), demonstrates the Governments commitments in ensuring the care and protection of children and strengthening line institutions and stakeholders in order to implement programs responding to the Child wellbeing

This Strategic Plan stipulates how and when the Ministry is going to fulfil its mandate. It is worth noting that this Strategic Plan is formulated in line with all National Development plans namely Vision 2030, NDP5, Harambee Prosperity Plan and MTEF.

The Strategic Plan present our promise and commitment for the period 2017/18 – 2021/22 to the citizens of our country. Our vision: ***A champion institution ensuring gender equality, women empowerment and well-being of children.***

According to the Strategic Review of our Strategic Review of 2014/2017 we have made significant strides to support the integration of women and gender perspective into the mainstream of national, regional and local development initiatives. We shall continue to support the increased participation of women in decision-making in all spheres of the Namibian society, in order to ensure a cohesive and coherent implementation of the Namibian policies. The strategic plan defines the objectives, plans of action to be pursued by the Ministry as well as the KPI's to ensure that the goals of MGECW are achieved.

1.2 The purpose of a Strategic Plan and linkage to the High Level Initiatives

One of the critical reasons for formulating and implementing Strategic plans is to ensure that they become drivers to operationalising National and International Agendas to which Namibia is signatory to. This reality calls for strong alignment of the Strategic Plan with the National **priorities and aspirations as well as international agendas. (See table 1for details).** The table below presents the agenda with a corresponding contributor on the side of MGECW.

Table 1: Linkage of MGECW Strategic Plan to National and International Agendas

Agenda	Statement	MGECW Corresponding Contribution
Vision 2030	<ul style="list-style-type: none"> • Ensure there is equitable access to social services and facilities, including education and health • Ensure women and men enjoy equitable access to services and resources with limitations and barriers removed • Implement gender and related policies • Discourage domestic violence • Reduce HIV/AIDS infection 	<p>MGECW pledges its contribution through the attainment of its vision of being “An institution that champions gender equality and well-being of children”. In addition the Ministry’s contribution will be felt through the achievement of their strategic objectives as outlined below:</p> <p>Strategic Objective 1: Enhance the enabling environment for high performance culture and service delivery.</p> <p>Strategic Objective 2. Ensure gender equality and attainment of girls and women empowerment</p> <p>Strategic Objectives 3. Mobilise communities towards economic empowerment and skills development</p> <p>Strategic Objective 4: Improve care and protection for children’s well-being</p>

Agenda	Statement	MGECW Corresponding Contribution
NDP 5	By 2022, Gender Based Violence especially against women and children has been reduced and women economically empowered.	<p>MGECW contribution will come about through the achievement of Strategic Objective 2 & 4:</p> <p>Ensure gender equality and attainment of girls and women empowerment.</p> <p>Improve care and protection for children’s well-being</p>
The National Gender Policy	The National Gender Policy shall “support efforts aimed at improving awareness among policy makers, planners, implementers, development agents and the general public, of the provisions of the Constitution regarding the equal status of women and men, and the roles of women and men as equal partners in the country’s development process.”	<p>The National Gender Policy shall be supported by Strategic objective 1, 2,3 and 4</p> <p>Strategic Objective 1: Enhance the enabling environment for high performance culture and service delivery.</p> <p>Strategic Objective 2. Ensure gender equality and attainment of girls and women empowerment</p> <p>Strategic Objectives 3. Mobilise communities towards economic empowerment and skills development</p> <p>Strategic Objective 4: Improve care and protection for children’s well-being</p>
National Gender Plan of Action	The goal of the National Plan of Action is to promote gender equality by empowering women through the dissemination of information, co-ordinating and networking with all stakeholders, mainstreaming gender issues, promoting law and policy reform, and monitoring progress so as to ensure that women, men, children and people with disabilities have full and equal participation in the political, economic, social and cultural development.	<p>The National Gender Plan of Action goals shall be achieved through strategic objective 1, 2,& 4</p> <p>Strategic Objective 1: Enhance the enabling environment for high performance culture and service delivery.</p> <p>Strategic Objective 2. Ensure gender equality and attainment of girls and women empowerment</p> <p>Strategic Objective 4: Improve care and protection for children’s well-being</p>
National Policy on Orphans and Vulnerable Children	The National Policy on Orphans and Vulnerable Children is guided by the LUSAKA principles and the goals as stipulated in the United Nations General Assembly Special Session (UNGASS) Declaration on HIV/AIDS	<p>The National Policy on Orphans and Vulnerable Children (2004)</p> <p>Strategic Objective 4: Improve care and protection for children’s well-being</p>

Agenda	Statement	MGECW Corresponding Contribution
(2004)		
International Conventions, Protocols and Declarations CEDAW	Article 21 of the Convention on the Elimination of All Forms of Discrimination against Women empowers the Committee on the Elimination of Discrimination against Women (CEDAW) to make suggestions and general recommendations based on the examination of reports and information received from States parties. These, as well as comments from States parties, are included in the session reports of the Committee. Suggestions are usually directed at United Nations entities, while general recommendations are addressed to States parties and usually elaborate the Committee's view of the obligations assumed under the Convention.	<p>The Elimination of All forms of Discrimination against Women shall be successful in Namibia for the coming 5 years through Strategic Objective 1 and 2</p> <p>Strategic Objective 1: Enhance the enabling environment for high performance culture and service delivery.</p> <p>Strategic Objective 2. Ensure gender equality and attainment of girls and women empowerment</p>
SADC Declaration on Gender & Development (1997)	SADC signed the Declaration on Gender and Development on 8th September 1997 to promote closer regional cooperation and collective action as a means of fostering gender equality.	<p>Strategic Objective 1: Enhance the enabling environment for high performance culture and service delivery.</p> <p>Strategic Objective 2. Ensure gender equality and attainment of girls and women empowerment</p>
SADC Protocol on Gender and Development (2008)	The SADC Protocol on Gender and Development looks into integration and main streaming of gender issues into the SADC Programme of Action and Community Building initiatives which is important to the sustainable development of the SADC region.	<p>Strategic Objective 1: Enhance the enabling environment for high performance culture and service delivery.</p> <p>Strategic Objective 2. Ensure gender equality and attainment of girls and women empowerment</p>
Beijing Declaration 1995 Universal Declaration of Human Rights	The Platform for Action is an agenda for women's empowerment. It aims at accelerating the implementation of the Nairobi Forward-looking Strategies for the Advancement of Women 1/ and at removing all the obstacles to women's active participation in all spheres of public and private life through a full and equal	<p>The Ministry of Gender Equity and Child Welfare is the driving force of women's empowerment. Therefore it aims at accelerating the implementation of all international conventions.</p>

Agenda	Statement	MGECW Corresponding Contribution
	share in economic, social, cultural and political decision-making	
SWAPO Party Manifesto 2014	The SWAPO Party Government has put in place a new National Gender Policy with additional areas of peace-building, conflict resolution and natural disaster management as well as gender equality in the family context. In addition, the SWAPO Party Government put in place the National Plan of Action on Gender-Based Violence (GBV) which serves as a guide for the implementation of the National Gender Policy 2010-2020 especially in the areas of GBV and human rights.	<p>The achievement of all MGECW objectives has an overarching component which is very much aligned to the statement in SWAPO Party Manifesto’ promise on GENDEREQUALITY AND CHILD WELFARE (see details below):</p> <p>Vision: “An institution that champions gender equality and well-being of children”</p> <p>Strategic Objective 1: Enhance the enabling environment for high performance culture and service delivery.</p> <p>Strategic Objective 2. Ensure gender equality and attainment of girls and women empowerment</p> <p>Strategic Objectives 3. Mobilise communities towards economic empowerment and skills development</p> <p>Strategic Objective 4: Improve care and protection for children’s well-being</p>
Universal Declaration of Human Rights	As a common standard of achievement for all peoples and all nations, to the end that every individual and every organ of society, keeping this Declaration constantly in mind, shall strive by teaching and education to promote respect for these rights and freedoms and by progressive measures, national and international, to secure their universal and effective recognition and observance, both among the peoples of Member States themselves and among the peoples of territories under their jurisdiction.	<p>Strategic objectives 2, 3 and 4 will be used as drivers for MGECW contribution.</p> <p>Strategic Objective 2. Ensure gender equality and attainment of girls and women empowerment</p> <p>Strategic Objectives 3. Mobilise communities towards economic empowerment and skills development</p> <p>Strategic Objective 4: Improve care and protection for children’s well-being</p>

Agenda	Statement	MGECW Corresponding Contribution
African Union Gender Policy	The AU's commitment to gender equality is rooted in the African Charter on Human and Peoples Rights. This commitment is reinforced by the Protocol to the African Charter on Human and Peoples' Rights on the Rights of Women in Africa, the Solemn Declaration on Gender Equality in Africa (SDGEA) and the Post Conflict	MGECW contribution will be realised through: Strategic Objective 2. Ensure gender equality and attainment of girls and women empowerment Strategic Objectives 3. Mobilise communities towards economic empowerment and skills development Strategic Objective 4: Improve care and protection for children's well-being

2. High-level Statements

2.1. Mandate

To ensure gender equality and equitable socio-economic development of women and men and the wellbeing of children.

- Gender equality;
- Equitable socio-economic development of women and men
- Wellbeing of children

2.2. Vision

A champion institution ensuring gender equality, women empowerment and well-being of children.

2.3. Mission

To create and promote sustainable socio-economic development opportunities for the attainment of gender equality and well-being of children.

2.4. Core Values

We don't Discriminate:	Namibia is a country with diverse cultures, race, beliefs, traditions and religions. In dealing with this diversity, the Ministry will be transparent, impartial and non-judgmental.
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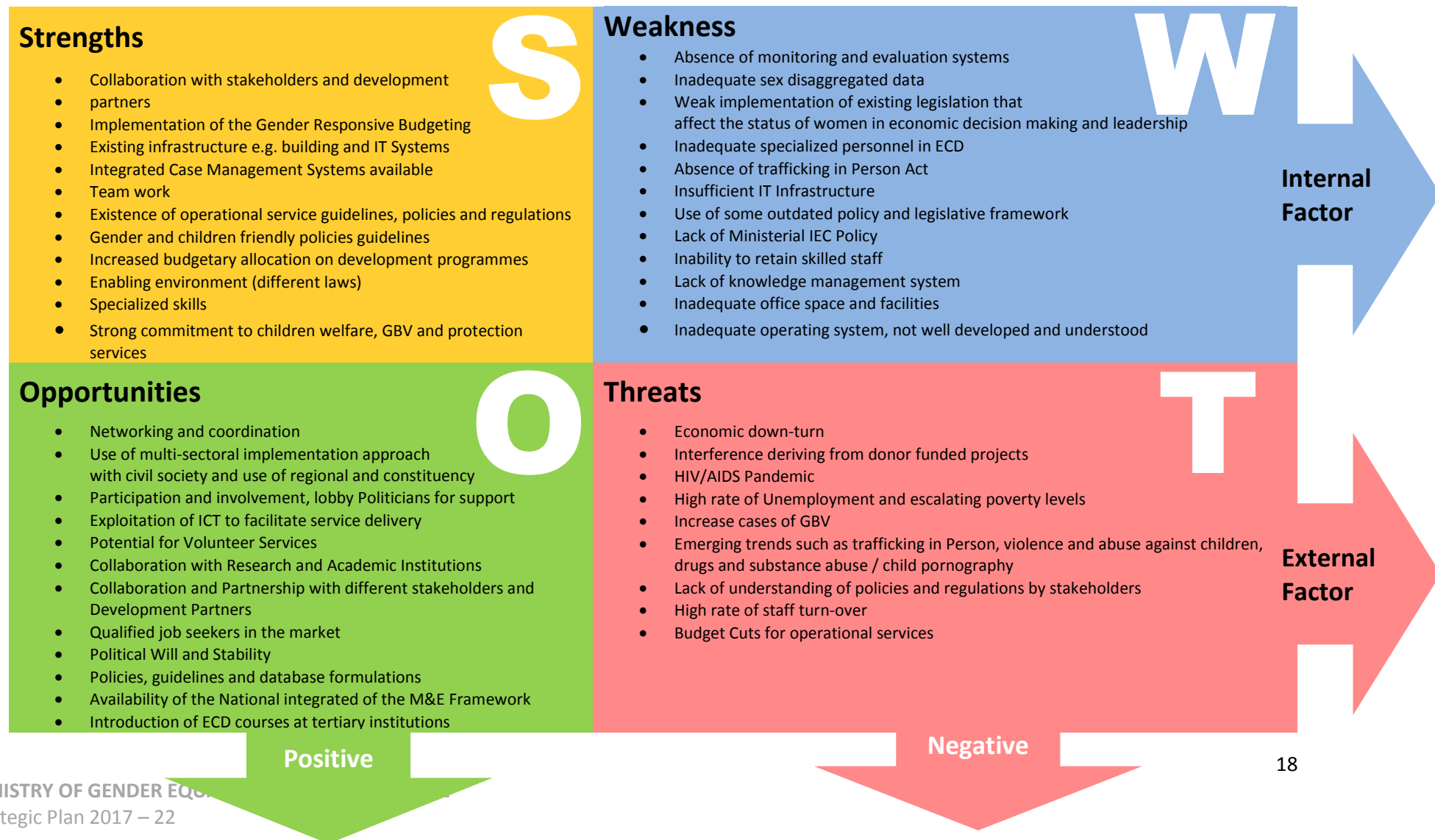
We are Professional	We conduct our business and ourselves in accordance with the Public Service Act (Act 13 of 1995) and other relevant professional bodies with high level of integrity.
We are Accountable	We are answerable to the public and other institutions we service, for our actions and conduct.
We maintain Confidentiality	All information regarding clients will be kept private and confidential.
We are driven by Teamwork (Harambee)	We are a team, and will cooperate using our individual skills and providing constructive feedback, despite any personal conflict between individuals.
We are Accessible	We will make provision of our service at the time it is needed, in a manner that is based upon the principles of dignity, independence, integration and equal opportunity to all of our customers.

3. ENVIRONMENTAL SCANNING (SWOT & PESTEL)

A number of processes were used to analyze the current situation. Among others was the SWOT, PESTLE and Stakeholder analysis. The purpose of conducting the analysis was to identify Strategic issues which then formed the foundation for Strategic pillars and Strategic objectives. Each of these analyses is further described below;

3.1. SWOT Analysis

SWOT Analysis is a useful framework for analyzing an organization's strengths and weaknesses, and the opportunities and threats that the organization faces. In this regard it will help MGECW focus on its strengths; overcome weaknesses minimize threats, and take the greatest possible advantage of opportunities available to it. MGECW presents its SWOT below:



4. Strategic Issues

4.1. Strategic Issues and objectives

Strategic issues are pertinent or critical area within the organization which needs to be addressed in order to live the mission and attain the vision. To this end the MGECW identified the Strategic issues listed and described below. There are other challenges which were identified and can be resolved by the existing structure.

Strategic Issues	Strategic Objectives
<p>1) ORGANIZATIONAL OPERATIONS</p> <ul style="list-style-type: none"> • Inadequate organizational structure to drive mandate • Lack of automated management systems to support programmes implementation. • Inadequate funding (Budget Cuts, Inflation [World economic crisis, market and economic collapses]) • Increase operational cost • Limited financial Resources, inadequate number of qualified staff members such as social workers; researchers, gender experts and community development specialists • Unstable macroeconomics environment and donors withdrawing or scaling down • Inadequate support system for PMS (There is a minimal culture to propel performance in the ministry.) • Need for defining and inculcating a common organizational culture • Lack of continuity and institutional memory due to high staff turnover. • Inability to retain skilled staff and knowledge management • High turnover of Social Workers and Administrative Officers within the ministry and in the country as whole affect service delivery. Inadequate staff members at Regional level due to dual responsibilities (ECD & community empowerment activities) • Insufficient infrastructure and financial resources to connect internet at regional offices • Insufficient IT Infrastructure • Very weak coordination between civil society, private sectors, agencies and government and also between several government ministries • Donor funded programmes or projects are unsustainable • Poor Monitoring, Evaluation & Reporting (MER) • Need for greater communication and coordination with stakeholders • Slow pace of implementation of programmes and decentralization process • Lack of human-resources and technical expertise • Climate change threats (Floods and Droughts) no mitigation and adaptation policies. 	<p>SO1: Strategic Objective 1: Enhance the enabling environment for high performance culture and service delivery.</p>

Strategic Issues	Strategic Objectives
<p>2) GENDER EQUALITY</p> <ul style="list-style-type: none"> • Inability to meet the high demand for gender-based services from communities • Deep rooted social-cultural beliefs and attitudes , patriarchy , matriarchy and Gender inequality (relative to gender equality) • Inadequate sex disaggregated data • Weak partnership between CSO's and development partners for the implementation of the National Gender Policy • Limited Gender Mainstreaming Capacity in sectors contributes to slow implementation of the Coordination Mechanism on the implementation of the National Gender Policy. • Absence of Trafficking in Persons Act (Relative to Gender Equality) • Slow pace on gender mainstreaming • outdated policy and legislative framework (Related to Gender Equality) • Lack of Gender Equality enabling Act 	<p>SO2: Strategic Objective 2. Ensure gender equality and attainment of girls and women empowerment</p>
Strategic Issues	Strategic Objectives
<p>3) WOMEN EMPOWERMENT AND COMMUNITY DEVELOPMENT</p> <ul style="list-style-type: none"> • In ability to meet the high demand for women empowerment services from communities • Comparative low value of current grant • Increase cases of Gender Based Violence • Deep rooted social-cultural beliefs and attitudes , patriarchy , matriarchy and Gender inequality (relative to Women Empowerment) • Absence of Trafficking in Persons Act (Relative to Women Empowerment) • outdated policy and legislative framework (Related to Women Empowerment) • Absence of Women Economic Empowerment Framework • No community empowerment policy 	<p>SO: Strategic Objectives 3. Mobilise communities towards economic empowerment and skills development</p>
Strategic Issues	Strategic Objectives
<p>4) CHILD WELLBEING</p> <ul style="list-style-type: none"> • Inability to meet the high demand for child-welfare services from communities • Accessibility to ECD centers due to High cost that some parents cannot afford • Deep rooted social-cultural beliefs and attitudes , patriarchy , matriarchy and Gender inequality (relative to Child Well-being) • Absence of Trafficking in Persons Act (Relative to Child Well-being) • outdated policy and legislative framework (Related to Child Well-being) 	<p>Strategic Objective 4: Improve care and protection for children's well-being</p>

5. Pillars, Strategic Objectives and Strategic Objectives Definition

Pillars	Strategic Objectives	Strategic Objectives Definitions
GENDER EQUALITY AND WOMEN EMPOWERMENT	SO1: Ensure gender equality and attainment of girls and women empowerment	<p>The following strategic measures will be deployed to ensure gender equality and attainment of girls and women empowerment:</p> <ul style="list-style-type: none"> • Strengthen coordination of GBV services at all level; • Promote positive cultural practices and believes; • Improve gender research ; • Strengthen overall coordination mechanism for the implementation of the National Gender Policy; • Enforce the formulation and enactment of gender related laws and policies; • Develop coordinated Women Empowerment Framework; • Develop guidelines on Proportional representation of women; and • Ensure implementation of MoUs and Agreements.
CHILD WELL-BEING	SO2: Improve care and protection for children's well-being	<p>This strategic objective will be implemented through the following interventions:</p> <ul style="list-style-type: none"> • Lobby for more support from GRN, donors and Private sectors to expand access to children services; • Develop per child subsidy modalities system Include compulsory school readiness component for children in the ECD Policy; • Develop feeding scheme for ECD Centres • Revision/Increase of social work structure/Improve social welfare workforce/Develop interventions and strategies/(capacity building – operational excellence); • Strengthening linkages/coordination with other workforce (improve coordination) • Combat the comparative low value of current grant through a strategy to increase grants to enable access; • Strengthening linkages/coordination with other workforce, including; referral mechanism – coordination, shelters, and case management; and non-functional Shelters for GBV; and • Establish the national strategy on preventing of children on the street and children with disabilities • Expand the subsidy service • Develop mechanism to limit mushrooming of sub-standards ECD Centres; • Improved advocacy and public outreach • Improve parenting education

Pillars	Strategic Objectives	Strategic Objectives Definitions
	SO3: Mobilise communities towards socio-economic empowerment	<ul style="list-style-type: none"> • Increase access and improve quality of ECD services • Develop feeding scheme for ECD <ul style="list-style-type: none"> • Lobby for more support from GRN, donors and Private sectors to expand access to IGA and Production Skills Training programmes; • Develop a community empowerment policy and implementation plan; • Increase women economic opportunities; • Intensify skills training programmes and improve the curriculum for skills training programmes; • Coordination with relevant stakeholders ; • Expand the provision of IGA and training support to communities; • Ensure community education and mobilization on sustainable development; • Strengthen and establish operational community platforms; and • Review construction plans and upgrade existing facilities.
OPERATIONAL EXCELLENCE	SO4: Ensure an enabling environment for high performance culture and service delivery	<p>This Strategic Object seeks to set strategic interventions on key strategic issues ensure that the ministry is propelled into a culture of high performance and improves service delivery at all levels. The following key mechanisms will be employed throughout the period of the Strategic Objective:</p> <ul style="list-style-type: none"> • Enforce full implementation of the Performance Management System (PMS); • Ensure efficient budget spending through cutting of wasteful spending; • Improve sharing and storage of institution memory through operationalization of Knowledge Management System (KMS); • Strengthen overall coordination mechanism with stakeholders and promote inter- and intra-ministerial collaboration; • Ensure sustainability of donor projects through setting up of exit strategy; • Employ monitoring and evaluation practices in evaluating impacts of project undertaken by the ministry; • Ensure the implementation of the Customer Service Charter; • Accelerate implementation of decentralization process;

Pillars	Strategic Objectives	Strategic Objectives Definitions
		<ul style="list-style-type: none"> • Enhance human development practices; • Ensure acquisition and operationalization of technologies to enable the ministry to serve its mandate and drive the implementation of this strategic plan; • Improve the social welfare workforce, including: social workers, AO, Auxiliary social workers, (educational) psychologists, lawyers, health workers, and M&E experts amongst others; • Improve service deliver through embarking on Business Process Engineering (BPR) exercise on key public service delivery functions, especial grant services; • Improve linkages between different databases in the Ministry with other stakeholders; and • Establish the national strategies in contingency plans for child protection during disasters.

6. Strategic Plan (2017 – 2022) Matrix

Desired Outcome (NDP5; HPP)	Strategic Pillar	Strategic Objective	KPI	Indicator Definition	Baseline	Annual Targets					Programme	Project	Budget ('000)		Responsible Unit
						Year 1 (2017/18)	Year 2 (2018/19)	Year 3 (2019/20)	Year 4 (2019/21)	Year 5 (2020/22)			Operational	Development	
By 2022, Namibia is safe, secure and peaceful with high respect for the rule of law, women have been empowered and GBV has been reduced from 33% in 2015 to 20%	GENDER EQUALITY	Ensure gender equality and Equity	Namibia Gender Status Index (score)	The index measures the key thematic areas in the National Gender Policy such as social economics and politics	0.4	0.45	0.55	0.6	0.65	Gender Equality & Women Empowerment	National Gender Coordination Mechanism	23,175,000		GER	
											Gender Mainstreaming and capacity building	4,513,000		GER	
												Women Empowerment	15,928,000		GER
			Reduction in Gender-based Violence (GBV) Prevalence Rate	According to the NDHS 2013- Reduce GBV incidences (physical, sexual and emotional)	33%	30%	28%	25%	23%	20%	Gender Equality & Women Empowerment	Intensify National GBV campaign	65,581,000		GER
										Combating of Trafficking in Person	861,000		GER		

			# of Shelters for GBV and VAC operationalised	This indicators refers to the number of houses providing a safe placeto victims of GBV and VAC in different regions	0	5	2	2	2	3		Gender-based Violence and Violence Against Children	54,700		DC W
WOMEN AND GIRLS EMPOWERMENT	(SO2):Ensure empowerment of women and girls	# of women in politics and decision making positions coached and mentored	Women in politics and decision making includes; parliamentarians, managers in public service, leaders in local authorities and managers in private sectors. Coached and mentored means: the above women were trained, coached and mentored	36	116	116	116	116	116	120	Gender Equality & Women Empowerment	Women in Politics and Decision making	5 309 000		GE R
		% of WBAs committees established	WBAs committees: National, Regional and Constituency levels. Measurement: Nominator: number of WBA committees established. Denominator: total number of WBAs.	18	38	58	78	90	100						
		% of women in WBAs benefiting from business opportunities	Women entrepreneurship development through networking, mentorship, sensitization awareness raising and training, to improve their trade activities, access to finance, market linkages and value addition. Measurement: Nominator: number of women in WBAs benefiting from business opportunities Denominator: total number of women in WBAs	4	6	10	14	18	22	Community Empowerment	Women in Business Associations (WBAs)	2,645,000		DC E	

		(SO3):Mobilise communities towards socio-economic empowerment	% of beneficiaries who attained improved economic status	<p>Economic status: IGAs beneficiaries mobilised, supported with IGAs materials and equipment , accessing markets and earning steady income</p> <p>Measurement: Nominator: number of beneficiaries attained economic status Denominator: total number of beneficiaries</p>	30	32	34	36	38	40	Community Empowerment	Community Economic Advancement	86,712,000		DC E
			% of beneficiaries equipped with advanced skills	<p>Beneficiaries: Men and women benefited from IGA programmes</p> <p>Advanced Skills: entrepreneurial, production, management skills and engaged in production of quality goods and services.</p> <p>Measurement: Nominator: number of. number of beneficiaries trained Denominator: total number of beneficiaries (baseline= 4285)</p>	7	8	10	12	14	16	Community Empowerment	Entrepreneurial Capacity Enhancement	12,595,000		DC E

CHILD WELL-BEING	Improve care and protection for children's well-being	<p>Minimum package of care Index</p> <p>This Index measure the following composites indicators:</p> <ul style="list-style-type: none"> - % of children on child state grants - Child none-stunting rate (Health) - % of children who have a birth certificate (Rights & Protection) - % of children 0-4 who have access to ECD programmes and services - Survival rate to grade 7 (primary education) <p>Index Score Ranges and interpretation:</p> <ul style="list-style-type: none"> - 0: Not Data/ No care package - and <0.25: Low Care Package - >0.25 and <0.5: Average Care Package - >0.5 and <0.8: Good Care Package - >0.8 and 1: High Care Package 	0.495	0.508	0.524	0.54	0.556	0.599	Child Protection	Provision of Children Care Services	93,575	DC W
		<p>% of children accessing grant</p> <p>This indicator contributes to the reduction of child poverty rate.</p> <p>Measurement: Number of OVC benefitting from child state grants / total OVC.</p> <p>Criteria: The measure includes only OVC who qualify for the child state grant.</p>	60	62	64	66	68	70	Early Childhood Development	State child grants	5,301,637	DC W
		<p>% of Care Facilities subsidized</p> <p>Care Facilities: Includes Residential Childcare Facilities, Shelters for survivors of GBV and VAC, and Places of Care</p> <p>Target: 35 Facilities to be subsidized for the next five years</p> <p>Measurement: Number of care facilities receiving subsidies / Total number of care facilities.</p>	66	74	77	80	83	86		Subsidies for Care Facilities	117,975	

			% of children 0-4 who have access to ECD programmes and services	Children of the ages between 0 and 4 years old accessing ECD services Measurement: Number of Children in the ages between 0 and 4 years old accessing ECD services/ total number of children between 0-4 years old.	13	16	20	26	35	40		ECD Centres	15,549,000		DCI EC D	
			# of centres constructed and renovated	Measurement: count of the number of centres that have been constructed or renovated	60	3	3	3	3	3						
			% of educators trained	Educators: teachers in Early Childhood Development Centres. Measurement: Number of educators trained/ total number of educators	38	43	51	57	63	69		Educators Training	6,459,715			
			% of educators receiving subsidy	Measurement: number of Educators receiving subsidy/ Total number of educators (baseline= 4452)	23	28	33	39	44	50		Educators Subsidy	127,800,404			
	OPERATIONAL EXCELLENCE	Enhance Organisational Performance	Namibia Government Operations Performance Index (NGOPI) for OMAs	This index measure the overall performance maturing of the OMA by assessment of several operational indicators, under the following domain: - Performance Management - Human Resource Development & Planning - Financial Management - Service Delivery - Leadership & Governance - Records Management - Asset & Fleet Management Interpretation of Scores: - 0: No Data/ No performance - 0> and <0.25: Low performance - >0.25 and <0.5: Average performance - >0.5 and <0.8: Good performance - >0.8 and 1: High performance	0.47	5.3	5.8	6.4	7.2	7.8	Performance Improvement	Employee Wellness	1060000		DA GS	
												Employee Training and Development	16522			
												Support Services	359757	154000		

			Performance score of MGEWCW	Overall performance score of all managers and chiefs of the ministry. Calculated by computing the average score after annual performance appraisal of above stated staff members.	2.0	2.5	3.0	4.0	4.3	4.5					DA GS
			Customer Satisfaction Rate	Through a customer satisfaction survey and feedback system; the ministry will continuous collect, process and report on the level of satisfaction by citizens in delivering of services to them.	2.0	2.3	2.5	3.0	3.5	4.0					DA GS
			% staff satisfaction	The satisfaction of staff members in terms of organisational leadership, working environment and staff well being.	65	75	80	85	90	65					DA GS
			% of key services accessed online	The KPI measures the efficiency and accesability of the Ministry's key services on line by all clients/customers.	47	50	70	80	90	100					DA GS
			% progress in the execution of the MGEWCW decentralisati on master plan	Key public services that are to be decentralized & prioritized in the regions up to the grass roots level, as per the Decentralization Policy	55	60	70	80	90	100	Provisi on of Region al & Local Govern ment Service s Integra tion	Decentr alization Impleme ntation			DA GS

7. Critical Success Factors

Critical Success Factors (CSF's) are the limited number of areas in which acceptable results will ensure competitive performance for the Ministry, directorate, divisions and individuals. CFS deals with matters that are vital to the institution's current operating activities and to its future success. CSF's are key components that are necessary for an institution to achieve its vision and mission. The Ministry of Gender and Equality will consider managing the following factors during the period of this Strategic Plan:

1. **Internal Process Perspective:** In order for the Ministry to achieve what is set out in its vision and mission statement, the Ministry of Gender Equality and Child Welfare need to embark on extensive staff training, knowledge based improvement as well as provision of high quality and reliable services. This will also foster continuous improvement for the Ministry.
2. **Employee attraction and retention:** The Ministry should have the ability to find, train, and keep employees that can drive the Ministry to ensure that services for children and their families are effectively managed, implemented, monitored and evaluated, as well as to ensure an enabling environment and high performance culture.
3. **Strategic Relationships:** The Ministry should strive to be accessible and should continuously maintain and develop strong relations with its various stakeholders, to strengthen the overall coordination of the implementation of the National Gender Policy (NGP)
4. **Leadership Development:** Effective leadership is essential for the Ministry to attain its success; there is a need for the Ministry to develop managers that understand the Institutions systems both internal and external. To have the ability to empower others and also to comply with international treaties accession/ratification and reporting.

Annexure

Annex 1: Stakeholder Analysis

Stakeholders form an integral and critical component for the attainment of our vision, but also includes the shared responsibilities for upholding our core value and ethical standards. Some of our Stakeholder perform more than one role, and we therefore will rely on their guidance during the implementation of our Strategic plan. In our effort to collaborate and coordinate with our Stakeholders, we expect them to increase the credibility of our efforts, to assist in implementing the interventions central to our work, advocate for changes to institutionalise the effort, fund and expand our efforts.

All our stakeholders must have access to information regarding our programmes and action plan to sustain their involvement, this will foster long-term commitment and institutionalization of collaboration. To this end, our Ministry takes cognisance of the diverse needs of our stakeholders. It is therefore imperative that the Ministry collaborates with all our stakeholders in pursuit of being **“A champion institution ensuring gender equality, women empowerment and well-being of children.”**

Our stakeholders’ expectations and needs are presented in the table below:

STAKEHOLDERS NAME	What they want from you: Expectation	What you need from them that will enhance Execution from strategy
Direct Beneficiaries : Children, Parents / Caregivers / Guardians, Families, RCCFs Residential Childcare Facilities ,(Foster Care Centers Places of Care) Place of Safety (Shelters)	<ul style="list-style-type: none"> • Social security protection • Provision of shelter, food, clothing, care rights and protection • Education, health and national documents • Information on gender related issues • Capacity building 	<ul style="list-style-type: none"> • Compliance with legal framework • Guidance/Assistance in terms of parenting, custody, access, adoptions , parental agreement, guardianship. • Training/Awareness raising in terms of children’s issues • Family strengthening, material (Basics Needs), psychosocial support and interventions • Registration, Training, Financial support, Legal placement of children and adults • Capacity building • Gender responsive policies and legislation in place • Referral to relevant service providers
Community	<ul style="list-style-type: none"> • Funding • Information on legislation and 	<ul style="list-style-type: none"> • Co-planning • Collaboration • Coordination communication,

STAKEHOLDERS NAME	What they want from you: Expectation	What you need from them that will enhance Execution from strategy
Members	<ul style="list-style-type: none"> services • Community development programs • Information on gender issues 	<ul style="list-style-type: none"> • Gender responsive policies and legislation in place
NGOs & Faith Based Organization , Civil Society, ECD	<ul style="list-style-type: none"> • Effective service delivery • Facilitate training • Start-up Capital for IGAs • Training and mentorship support • Networking and market linkage 	<ul style="list-style-type: none"> • Respond to communications on time • Referrals, training on legislation and services, complementary services, collaborate on cases • Registration, training on provisions of Child Care and Protection Act 2015 (CCPA, standards,)
O/M/As	<ul style="list-style-type: none"> • Sharing of information/data on trading and enterprises • Gender mainstreaming programmes • Attend site meetings and approve their recommendations • Social workers reports • Expert witness in court • Assess children in conflict with the law • Social workers recommendations • Information on the Ministerial services • Integration of victims of child labor into families and schools • Service delivery • Guidance on gender priorities and support • Policy guidance on 	<ul style="list-style-type: none"> • Visionary and responsive planning, monitoring • Gender mainstreaming programmes • Fast track process of decentralization; • Timely implementation of capital projects • Prudent financial management • Attend site meetings and approve their recommendations • Management of assets • Execute the mandate entrusted to the Ministry • Verify project information • Project implementation • Referrals, training on legislation and services, complimentary services, collaborate on cases • Referrals, training on legislation and services, complimentary services, collaborate on cases, expanded program on National Youth Services, Vocational Schools, (Skills trainings- COSDEC and VTC), budget, • Information on gender Equality and GBV, sexual reproductive health ,

STAKEHOLDERS NAME	What they want from you: Expectation	What you need from them that will enhance Execution from strategy
	<ul style="list-style-type: none"> gender issues • Technical capacity on gender mainstreaming, analysis, GRB and planning 	<ul style="list-style-type: none"> Trafficking in person • Sector reports (Cluster Reports on implementation on Gender National Policy)
United Nations Agencies (UNICEF, UNFPA, UNDP, UNESCO)	<ul style="list-style-type: none"> • Work ethics • Strategic aligned planning • Time on task • Appropriate use of all allocated funds • Timely reporting 	<ul style="list-style-type: none"> • Realize all Conventions, Agreements • Sustainable Development Goals (SDG) • Project implementation Monitoring and evaluation impact of programmes • Expression of priorities for funding, ratify conventions
Research Institutions, Tertiary Institutions	<ul style="list-style-type: none"> • Information sharing • Communication • Administrative Data • Information on Gender Equality and GBV, sexual reproductive health and trafficking in person 	<ul style="list-style-type: none"> • Information Sharing • Communication • Partnership in the area of gender research, consultancy and capacity building in gender mainstreaming
Traditional Authority	<ul style="list-style-type: none"> • Coordination • Information sharing • Information on legislation and services • Programmes and policy's development • Policies and guidelines • Sensitization meetings • Training support • Inclusion in our planning and programme/ mandate execution, also monitoring where applicable 	<ul style="list-style-type: none"> • Information Sharing • Consultation • Coordination • Recognition in terms of service delivery



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