

Working in solidarity with:

LGBT+, Sex Workers,
People Living With HIV,
Adolescent Girls
and Young Women



INCLUSION, ACCEPTANCE & SAFETY:

A strategy to address marginalised & vulnerable youth
in Namibian communities and state responses

About this strategy

This strategy was developed by **Positive Vibes**, in collaboration with the Danish NGO, **Spor Media**. The work was supported by funding from **Danida**, in the form of a grant from **CISU (Civil Society in Development)**.

It captures the high-level arguments, objectives, outcomes, linkages and actions that we believe are necessary to make a significant difference towards the end of othering of adolescents and young people (AYP) in Namibia. We hope this strategy will provide a useful basis for ongoing strategic thinking, for the integration of these ideas into existing programmes, for new project design and development, and for resource mobilisation.

About Positive Vibes Trust

Positive Vibes Trust (PV) works in the fields of health and human rights in Africa, in solidarity and partnership with marginalised and vulnerable communities. All of PV's work aims to disrupt othering, marginalisation and exclusion, and to enable people to find effective ways of challenging and changing injustice and inequality – where they live, and the larger systems that surround them.

PV's long-term accompaniment of people, groups, organisations and movements focuses on fostering strategic partnerships through consensus-building, collaboration, and the co-creation of processes and programmes.

For more information on Positive Vibes and the work they do, please visit: www.positivevibes.org

About Spor Media

Spor Media is a Danish association with 40-years of experience in visual communication and culture, focusing on cultural and social conditions in Africa, Latin America and Asia, and on creating links between South and North.



Spor Media focuses on cooperation with organisations in the Global South around cultural projects and media training for young people, peer-to-peer intercultural learning, and the production of web-based teaching materials and documentaries. More recently, the organisation also offers resource mobilisation training and support.

For more information on Spor Media and the work they do, please visit: www.spormedia.dk

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Acronyms

AYP	Adolescents and Young People
AGYW	Adolescent Girls and Young Women
CITT	Community Inclusion Task Teams
CSE	Comprehensive Sexuality Education
CSO	Civil Society Organisation
GBV	Gender-Based Violence
LGBT+	Lesbian, Gay, Bisexual and Transgender people ('+' = others who identify in ways different from the dominant expectations of society in relation to sexual orientation, gender identity and expression)
LILO	Looking in, Looking Out
LRDC	Law Reform and Development Commission
M&E	Monitoring and Evaluation
MEL	Monitoring, Evaluation and Learning
MGECW	Ministry of Gender Equality and Child Welfare
MoHSS	Ministry of Health and Social Services
MSM	Men who have Sex with Men
NAPPA	Namibia Planned Parenthood Association
NGO	Non-governmental organisation
NHRAP	National Human Rights Action Plan
NSF	National Strategic Framework for HIV and AIDS
OD	Organisation Development
ORN	Out-Right Namibia
OSISA	Open Society Initiative for Southern Africa
PLHIV	People Living with HIV
PM	Programme Manager
PV	Positive Vibes Trust
RACOCs	Regional Aids Coordinating Committees
RCC	Regional Community Coordinators
SGBV	Sexual and Gender based Violence
SOGIE	Sexual Orientation, Gender Identity and Expression
Spor	Spor Media
SRH-R	Sexual and Reproductive Health and Rights
TWG	Technical Working Group



1. Introduction

This strategy document outlines key outcomes and processes to disrupt the othering of vulnerable and marginalised adolescents and young people (AYP) in Namibia, and produce sustainable change. It focuses in particular on the experience and challenges facing LGBT+ youth, girls and young women.

This is not a detailed or operational document. Rather, it provides broad direction and a basis for:

- ongoing strategy development in Positive Vibes and beyond;
- the integration of these ideas into existing programmes;
- new project design and development; and
- resource mobilisation.

See the Appendix (pp.25–30) for an indicative results framework.

2. Background & Impulse

Positive Vibes works to advance the human rights of marginalised populations, nationally in Namibia, and regionally in Southern and East Africa.

Our impact ambition is to contribute to the **End of Othering** – the exclusion and alienation expressed towards, and experienced by, marginalised and vulnerable people – and to promote open, inclusive, progressive societies where all human beings have equal access to dignity, safety, security, choice, health and justice.

3. Vision & Purpose

Vision

A Namibia in which:

- othering is ended
- gender equality is the norm and actively practised
- a strong human rights culture is embedded in discourse, in institutions, in day-to-day practice, and in communities
- violence as a means of control, terror and repression is reduced and ultimately ended
- difference and diversity – including differences of sexuality and gender – are embraced
- the value of children and young people lies in their humanity and their potential, not their conformity to fear-based norms.



Purpose

This strategy aims to improve the lived realities and life opportunities of young LGBT+¹ people, and adolescent girls and young women (AGYW) by strengthening movements for change and facilitating positive shifts in community and state responses to these vulnerable and marginalised groups.

4. Approach & Theory of Change

Positive Vibe's approach and theory of change has been articulated in depth elsewhere.² In summary:

We work with human beings, within their social and structural contexts, to facilitate **conscientisation**: a visceral and personal understanding of the systemic roots of inequality, of how it is reproduced, and of how to challenge and change it.

We recognise that the dynamic of **othering** (systemic exclusion and rejection of some groups within our societies) arises from the deep **inequality** imbedded in these societies.

To seriously challenge inequality, we must first disrupt the dynamic of othering which prevents marginalised groups from being seen, heard and recognised as fully human.

Othering is **intrapersonal** (internalised), **interpersonal** and **intergroup** (personal prejudices and blindspots, but also in-group privileges and oppressive social norms), and **systemic** (part of the 'character' of systems and societies; built into 'the way things work around here').

Beginning to address othering requires that people and systems confront their **complicity** in it, and make **conscious choices to change** – and that these choices are **accompanied, supported and monitored**. To enable this, we:

- facilitate processes in which members of marginalised and vulnerable populations begin to reclaim their personhood and their personal power, and to more deeply understand their rights;
- encourage and support dialogues and actions that challenge and subvert othering in creative and constructive ways;
- build bridges of communication and accountability between previously silenced and invisibilised groups and power-holders (duty-bearers, service providers, religious leaders, law enforcers, policy-makers, etc.);
- develop and transfer methods, approaches and a person-centric, systems-oriented worldview that promotes conscientisation and helps build movements for change;
- monitor, make meaning, learn and strategise with partners and allies so we can identify, deepen and embed change effects;
- constantly refine our own approach and practice to this complex field of work.

This approach directly informs the current strategy.

¹LGBT+ refers to lesbian, gay, bisexual and transgender people, as well as others who identify in ways different from the dominant expectations of society in relation to sexual orientation, gender identity and expression (SOGIE). The '+' may therefore include people who identify as intersex, queer, non-binary, questioning, and so on.
²Positive Vibes. 2020. *Monitoring, Evaluation, Accountability and Learning: refining our approach, practice and systems: learning from the VOICE-LFI 2.0 project and other reflections on experience*. Positive Vibes: Cape Town. (Undergoing final revisions at the time of writing.)



5. Context

Overview analysis: power & culture in Namibia HISTORY | PATRIARCHY | RELIGION | HETERONORMATIVITY

At the root of the challenges facing vulnerable and marginalised adolescents and young people in Namibia is a set of interlinked and mutually reinforcing factors, including:

- Patriarchy – and in particular its violent expression as ‘toxic masculinity’ – and the global reinforcement of such.
- The profound heterosexism embedded in the post-liberation Namibian culture.
- The influence of Christian religious conservatism and fundamentalism.
- Strong in-group/out group dynamics: i.e. the push by society at large for others to conform to norms, behaviours and morals deemed ‘normal’ and ‘acceptable’ in order to belong.

Some scholars have argued that the post-liberation Namibian character, in setting itself up against a brutal and repressive White Masculinity represented by Apartheid, created a countervailing narrative of ‘the righteous African Man’: an ideal to which all real Namibians should aspire.

He is a powerful leader, a heterosexual man, a penetrator (for to be penetrated is to be weak), a fighter against decadent colonial influences which seek to undermine society. This worldview has a clearly defined role for women and girls, as well as boys and men. Women should be submissive, modest, helpful, and, of course, marry a strong man.

This ‘national character’ leaves little space for the kinds of difference that LGBT+ young people bring to the family, the neighbourhood, the school, the church, and the society. Indeed, they threaten this aspirational narrative, and so they must be rejected, controlled, expelled. They provoke disgust. Indeed, Namibia’s first president, His Excellency, Sam Nujoma said as much.

This tacit (and often explicit) framing of what it means to be Namibian connects, in turn, to religious beliefs about what is sinful, moral, natural and right. More extreme religious rhetoric blames the ‘unspeakable behaviour of the gays’ for everything from general moral decay to the national drought.

Add to this the violent legacy of our Apartheid past, and the strong need for acceptance and in-group safety in an insecure economy. This is the recipe for a culture which strongly rejects difference and the Other – and, especially difference that challenges heteronormative assumptions about men and women’s roles and relations.

Naturally, this kind of rejection affects everyone who differs from the dominant norm. But the most vulnerable are adolescents and young people (especially those in poorer households). For many of them, identity formation and the discovery of their sexuality is also a discovery of their innate ‘wrongness’ and ‘unacceptability’. This unfolds while they are almost completely dependent on family and state systems for their survival, education and well-being. They bear the brunt, and the developmental scars, of a too-narrow, national, cultural and religious story.

(This overview is deepened in Solomons, A. 2020. *Somewhere Over the Rainbow: a situational analysis of sexual and gender minority adolescents and young people in Namibia*. Positive Vibes: Windhoek.)



Young people's experience

Young people – though a recent focus of popular campaigns and political rhetoric – remain relatively marginal in Namibia. A great many are unemployed, poor and voiceless, and the most marginalised are subject to violence, abuse and social exclusion – conditions that limit Namibia's future development, and mitigate against addressing the deep, structural inequalities that characterise the society.

While young people in Namibia face a wide range of developmental, social, and practical problems, LGBT+ young people and girls and young women face especially destructive forms of social, gendered and economic violence that increase their vulnerability, and exclude them from some aspects of community life, and/or from meaningful social, political, and economic participation.

LGBT+ young people: A recent situational analysis³ explored the experience of LGBT+ youth aged 18 to 24. It revealed alarming levels of sexual violence, other forms of violence, expulsion from the home, bullying at school (sometimes by teachers), terror of being outed and shunned by family, early school-leaving, suicidal ideation, self-destructive coping mechanisms (e.g. excessive alcohol or drug use), and many instances of young people turning to sex work for economic survival. Stories of isolation, fear, rejection and loneliness were the norm.

Globally, LGBT+ young people continue to be disproportionately affected by HIV.⁴ This is also true in Namibia where the situation is exacerbated by a discriminatory legal environment, the phenomenon of corrective rape, inadequate education about HIV-prevention in non-heterosexual relationships, transactional sex, and multiple and concurrent partnerships.⁵

Low levels of literacy on sexual orientation and gender identity (SOGIE), Human Rights and the law were also evident among LGBT+ youth.

Adolescent girls and young women are vulnerable and often voiceless too – though perhaps less obviously marginalised because they are a much larger and more visible group. Positive Vibes' work with AGYW within a Global Fund project confirms high levels of teenage pregnancy, common experiences of gender-based violence (1 in 3 young women aged 15-49 reports having experienced GBV⁶) and high rates of transactional sex. They also have a significantly higher prevalence of HIV: 5,4% compared to 2,5% in boys in the 15-24 age group.⁷

We will unpack the challenges facing these primary target groups in more depth in Section 3. In general, however, their experiences of exclusion, violence and inequality are rooted in the social, economic, and historical context of post-colonial African patriarchy, heteronormativity, and a common fear and rejection of dangerous or unspeakable difference (otherness). All of which finds expression in common prejudices at community-level, as well as in the policy, laws and practices of the state. Of course, these larger, pervasive dynamics (patriarchy, etc.) are not easy to influence directly; to begin to shift them requires that we spark change in community systems and the structures which surround and sustain them. This is a long-term goal to which we expect this strategy will contribute.

³Solomons, A. 2020. *Somewhere Over the Rainbow: a situational analysis of sexual and gender minority adolescents and young people in Namibia*. Positive Vibes: Windhoek

⁴UNAIDS. 2019. *Global AIDS Update 2019*.

⁵Republic of Namibia. 2012/2013. *Integrated Biological Behavioural Surveillance Surveys (IBBSS) with Men who have Sex with Men*. Ministry of Health and Social Services: Windhoek.

⁶Republic of Namibia. 2019. *A Prioritised National Plan of Action on Gender Based Violence 2019–2023 with Monitoring and Evaluation Plan*. Ministry of Gender Equality and Child Welfare: Windhoek.

⁷Republic of Namibia. 2018. *Namibia Population-based HIV Impact Assessment (NAMPHIA)*. Ministry of Health and Social Services: Windhoek.



Social, economic and political analysis⁸

Post-independence progress

Namibia is a relatively stable environment. While significant changes have happened in the years following independence in 1989, fundamental changes in relation to gender roles and perceptions of LGBT+ have been slow to unfold.

Namibia's 1990 Constitution⁹ aimed to redress the impact of years of genocide, racism and apartheid under colonial rule. Two principles are central to the Constitution:

- Recognition of human rights for all
- The realisation of human rights as a precursor to the realisation of freedom, justice and peace.

Over the past 30 years, Namibia has made considerable gains: an independent judiciary is in place; governing ministries are aligned to core social and economic priorities; much work has been done to address inequities in access to public services. By 2009/10, the percentage of Namibians living below the national poverty line had halved, from 69.3% in 1993/94 to 28.7% in 2009/10¹⁰. By 2015/16 the figure was 17.4%.¹¹ Economic growth over the past 30 years has moved the country into the 'upper middle-income' category (UN). New HIV infections have been reduced by 50% in the past five years (2012-2017) when compared with the UNAIDS 2012 estimates – and Namibia is on track to achieve the global UN 90-90-90 targets for adult women¹². Access to education has also increased dramatically: by 2015, 98.6% of children were accessing education.

Economy

The past 3-4 years have been characterised by economic crisis and contraction due to long term drought and shifts in regional and global markets – this is beginning to erode some past economic and social gains. Further, Namibia is still one of the most unequal countries in the world with a Gini coefficient of 0.591 (2015 figures) and a human development index of 0.645 (130/189 countries).¹³

As in most resource-rich countries with relatively weak governance structures, rent-seeking and corruption is widespread with deep tentacles into the ruling party and the highest level of government – as exemplified by the recent Fishrot scandal.¹⁴

In 2016, a national unemployment rate of 34% was recorded – given the current economic contraction, this is unlikely to have improved. 43.4% of younger people (aged 15-34 years) were unemployed; 12% more women than men. More than 70% of unemployed people had a junior-secondary education or less.

⁸Much of the material for this section is unpacked in much greater depth – including key citations and references to primary data – in Solomons, A. 2020. *Somewhere Over the Rainbow: a situational analysis of sexual and gender minority adolescents and young people in Namibia*. Positive Vibes: Windhoek.

⁹http://www.gov.na/documents/10181/14134/Namibia_Constitution.pdf/37b70b76-c15c-45d4-9095-b25d8b8aa0fb

¹⁰Namibia Inter-censal Demographic Survey 2016 Report: https://d3rp5jat0m3eyn.cloudfront.net/cms/assets/documents/NIDS_2016.pdf

¹¹<https://www.worldbank.org/en/country/namibia/overview>

¹²By 2020, 90% of all people living with HIV will know their HIV status. By 2020, 90% of all people with diagnosed HIV infection will receive sustained antiretroviral therapy. By 2020, 90% of all people receiving antiretroviral therapy will have viral suppression. https://www.unaids.org/sites/default/files/media_asset/90-90-90_en.pdf

¹³<https://data.worldbank.org/indicator/SI.POV.GINI?locations=NA>

¹⁴A case of widespread corruption in the fisheries sector, driven in part by an Icelandic fishing company, and involving one of the larger Norwegian banks in channeling and whitewashing funds. This was documented in November 2019 by an Icelandic television station, in collaboration with Al Jazeera. The case is presently being investigated by the Namibian Anti-Corruption Unit. A widening circle of people have been implicated, moving closer to the centre of state power in Namibia.



Gender

According to the World Economic Forum¹⁵ Namibia has achieved one of the highest ratings for gender equality in the world “(position 17 overall)” scoring particularly well in terms of Health, Educational Attainment and Economic Participation and Opportunity. The score for political participation is lower, but still comparatively high. This seems to stand in tension with the realities of gender-based violence and patriarchal gender norms, and there is indeed a disconnect between relatively high levels of political and economic equality and significant social inequality. This kind of scenario always presents risks of backlash (and current levels of gendered violence point to this dynamic), but also very fertile ground for social change. This disruption in gender relations is a dynamic which bodes well for the success of this strategy.

Gender-based violence is high. A 2013 demographic health survey¹⁶ showed that one in four young women had experienced intimate partner violence. The same study found that 28.2% of female respondents (aged 15 to 49) believed it was justifiable for a man to beat his wife. Interestingly, this figure is higher than that for male respondents (21.9%).

The LGBT+ experience

Laws criminalising LGBT+ sexual practices remain in the penal code, although there is a moratorium on the enforcement of the Sodomy Law. Mention of SOGIE is absent from most policy and law with the exception of the HIV space (where ‘key populations’ are included), and some references in Education policy.

The ruling party, SWAPO, has been in power for the thirty years since liberation, and LGBT+ issues are entirely absent from their manifesto. Anti-LGBT+ rhetoric and hate speech was once commonplace in the highest reaches of government (e.g. President Sam Nujoma, 1990–2005). In latter years, silence has been a more common response.

Community and culture

Unfortunately, attitudes at community level tend to remain conservative. Compliance with prescribed gender and social roles is valued; deviation is often punished (sometimes violently) and rejected. Social and mainstream media reflect fairly negative public attitudes to LGBT+ people, and at the extremes, they are blamed for phenomena such as drought, as well as the more usual ‘moral decay’. Like most of post-colonial Southern Africa, Namibia is, at root, a patriarchal society. An ideal of African, cisgender, heterosexual manhood is the centre around which all other sanctioned social roles revolve.

Civil Society

Namibian civil society is not especially strong, and the gradual withdrawal of donor funding (due to upper middle-income status) has been a challenge for many organisations. However, over the past decade new national and local organisations

Signs of increasing openness

- Namibia’s First Lady is a key ally and supporter of LGBT+ causes and the sponsor of the #BeFree campaign.
- The Namibian Ombudsman has progressive views on law reform and a good working relationship with Positive Vibes.
- The Ministry of Health and Social Services has taken significant steps to address the vulnerabilities of LGBT+ and AGYW via the National Strategic Framework for HIV prevention and has worked closely with PV on this.
- The Minister of Education has supported work to improve Comprehensive Sexuality Education (CSE).

There is also strong rhetoric and some positive action around issues such as sexual and gender-based violence, including the establishment of GBV units and national campaigns. A strong focus on AGYW as a priority group has arisen from both global and national analyses – even if much of this work positions AGYW as service-recipients, or ‘objects of intervention’, rather than agents of change, and subjects of their own development.

¹⁵World Economic Forum. 2020. *Global Gender Gap Report*. WEF: Geneva. http://www3.weforum.org/docs/WEF_GGGR_2020.pdf

¹⁶Government of the Republic of Namibia MoHSS. 2013. *National Demographic Health Survey*. Government of the Republic of Namibia. Ministry of Health and Social Services



focusing on women, girls and LGBT+ have emerged and been significantly strengthened (in part through PV's work in the LGBT+ space) and there are numerous community level self-help groups of PLHIV, and increasingly, of LGBT+, AGYW, and sex workers.

A fertile ground for change

Namibia is a unique society in several respects. There is a culture of government-civil society consultation – and a degree of openness on the part of the state to citizen and CSO voices. It is also a relatively small society. With a population of just over 2.5 million there is no great distance between people on the ground and those in positions of structural power; it is relatively easy to access people and places of influence. For this reason, and because of PV's strong position in-country, it is eminently possible to work effectively both at local and national level and make an impact on both.

This is also why PV has tended to pilot new approaches and methods in Namibia.

These factors make Namibia an ideal ground for this strategy. Many social problems exist; the plight of marginalised youth is dire; and there are significant policy gaps. But the potential for significant impact is also high – there are relatively strong institutions, rule of law, reasonable political and economic stability, existing shifts in gender dynamics, and a fairly strong foundation for effective work at community and national levels.

6. How are we positioned to respond?

Positive Vibes' track record and positioning

PV is a well-established Namibian NGO with a long track record of work at community level, as well as advocacy work addressing local and national government institutions. PV has played a key role in national strategy and policy development processes, and engaged in many dialogues with the Namibian government in collaboration with its extensive network of civil society partners. PV is represented on several key Technical Working Groups and Advisory Committees under the Ministry of Health and Social Services (MoHSS). PV also works closely with the Office of the Ombudsman. At the local level, and in particular in the North and West of the country, PV is a well-established and respected partner represented in local coordination structures, e.g. Regional Aids Coordination Committees (RACOCs).

Since 2012, PV has also operated extensively across Africa and beyond, in partnerships with Frontline Aids, HIVOS, and several Northern LGBT+ organisations (e.g. LGBT Denmark).

PV's key focus area is on work with community members who are most othered and stigmatised: LGBT+ persons, People Living with HIV (PLHIV), young women and girls, and sex workers.

A special feature of PV for almost two decades is its continuous innovative work on development a wide range of *methods, workshops and processes* to catalyse change through movement building, organisation development and advocacy (e.g. the Looking In, Looking Out [LIL0] suite of workshops and processes).

PV has offices in Windhoek, Ongwediva (Northern Namibia) and Cape Town, and a network of facilitators and consultants spread across Namibia and the continent. In addition, we have strong relationships with relevant civil society partners in Namibia and plan to collaborate extensively with them in this work – see 'Collaboration with CSO partners' on p.21 for information on this aspect of the strategy.

PV has a strong presence in communities, either working directly with affected, marginalised and vulnerable groups, (as in the northern Namibia with AGYW and PLHIV), or in partnership with local CSOs. Our emphasis on maintaining our local roots and staying close to communities has ensured that our work remains relevant, is responsive to the needs to communities, and importantly, that community voice is represented at national level, through our evidence-based and evidence-generating initiatives.



7. Strategy

Our strategy aims to disrupt some key social and institutional dynamics, and to address a few critical gaps:

- i. Local communities reproduce the damaging norms that limit the life chances of AGYW and LGBT+ youth; and this in turn makes for less equal, more violent and less healthy communities. Young people themselves – both AGYW and LGBT+ youth – have relatively low levels of awareness of their own rights, and often lack to confidence, capacity and space to use their own voices to claim them. Donor and government priorities mean that most programming is biomedical or focused of narrow health-outcomes. Little hard data and evidence is available about groups which have been rendered more or less invisible. Consequently, relatively little emphasis is placed on the social and cultural shifts needed to produce change in the communities and neighbourhoods where people live, or in the legal and rights landscape that influences these communities.
- ii. Civil society lacks a coherent response to these challenges. Nascent movements for change exist, but these are not always well positioned to influence social/community norms or to make the connections between their constituencies’ experience and state structures and responses.
- iii. National health and HIV policy does speak to the needs of LGBT+ and AGYW, and Comprehensive Sex Education is built into the school curriculum. However, there is a significant gap between policy and practice, because programming tends to be narrowly focused on health outcomes. In other areas of policy and law – and especially in relation to LGBT+ youth – there is mostly silence and a lack of relevant and supportive policy. Indeed, several laws (e.g. the Sodomy Law and the Combatting of Immoral Practices Act) actively criminalise this group – in the public imagination, if not in fact.
- iv. Few resources are available for human rights and social change work in relation to AGYW and LGBT+. As mentioned above, most funding is health and HIV-oriented, though many of the root causes of health problems lie in marginalisation, violence and exclusion. Most developmental donor funding has left Namibia due to its middle-income status.

To disrupt the above, our strategy seeks to address the following key objectives:

Development Objective: Namibian communities and society are more accepting, inclusive, and safe for marginalised and/or vulnerable and excluded adolescents and young people (in particular, girls and young women and LGBT+ youth).

Immediate Objective 1: Targeted Namibian communities are more accepting, inclusive, and safe for marginalised and/or vulnerable and excluded adolescents and young people through enhanced engagement between civil society and local government institutions.

Immediate Objective 2: Civil society organisations representing or supporting marginalised and excluded adolescents and young people are stronger and better able to support these groups and advocate for their rights and interests at local and national level.

Immediate Objective 3: Evidence generated at community level is used for advocacy work at national level to strengthen policy, practice and laws in the interests of the marginalised and/or vulnerable AYPs, and to increase their acceptance in society at large.

Immediate Objective 4: Sustaining the implementation of PV’s AYP strategy through strategic fundraising work in relation to PV, and through support to involved partners’ fundraising.



We will focus initially on catalysing change in selected communities – working with civil society and local duty-bearers, as well as young people themselves. As we do this work, we will generate evidence for influencing change in other spheres (policy, law, national response and practice, public norms and attitudes), and mobilising resources to deepen and extend strategy implementation to additional communities.

We aim to contribute towards the realisation of young people’s human rights, and to amplify their voices and effective participation at community and national level. Civil society strengthening is central to this work. It will be achieved by building stronger, more cooperative linkages between civil society organisations working in and with communities, and between organised civil society and local state actors.

How we will work

A key instrument supporting this work at local level will be Community Inclusion Task Teams (CITTs). These structures will be formed through community dialogues, and will bring together affected young people, civil society organisations and duty bearers to form a coordinating mechanism for local level work on increasing inclusion, acceptance, and safety of marginalised and vulnerable young people. They will act as hubs for local organising, influence and change efforts.

We will further prioritise work with youth-led civil society organisations – LGBT+ and AGYW-led initiatives – and on allied organisations working with these target groups. We see strengthening these organisations and their programming as a contribution to building stronger LGBT+ and AGYW movements. Sex work is common in both target groups and results in further marginalisation and stigmatisation, and organisations representing the interests and rights of young sex workers will be included in the work.

We will also engage with faith-based organisations, women’s organisations and other key civil society stakeholders where appropriate.

In the process, we will transfer an approach focused on community monitoring and response mechanisms to catalyse community level change and accountability to organised civil society, and to the involved communities themselves, as well as a range of PV methods that will support such changes.

We will draw together local threads of work, learning and evidence, and the voices of young people themselves, into national dialogues which will feed directly into advocacy targeting policy makers and managers at national government level.



Change goals

Within targeted communities:

- Increased awareness and ownership of the problems facing marginalised and vulnerable youth.
- Increased rights-literacy, legal-literacy, understanding of gender and gender equity, and of sexual orientation, gender identity and expression (SOGIE) among youth, organised civil society and local duty-bearers.
- Positive and sustained action by civil society, citizens and duty-bearers to bring about constructive change.
- Beyond the life of this strategy (as expressed in funded projects), resourceful relationships (built within Community Inclusion Task Teams [CITTs]) will continue to be useful for ongoing problem-solving.
- A reduction in violence against LGBT+ youth and AGYW in schools and communities – and active efforts to address such violence within the school system and the wider community.
- Reduced self-stigma and fear on the part of LGBT+ youth.
- Enhanced voice and agency on the part of AGYW.
- Healthier life choices for both LGBT+ youth and AGYW.
- Signs of shifts in destructive forms of power between men and women, young and old, in-groups and out-groups. People within targeted communities begin to question some of the harmful norms and assumptions about gender and power that reproduce violence, exclusion and othering.

At national level:

- Increased awareness and ownership of the problems facing marginalised and vulnerable youth.
- Increased rights-literacy, legal-literacy, understanding of gender and gender equity, and of sexual orientation, gender identity and expression (SOGIE) among organised civil society, duty-bearers and policy-makers.
- Key government ministries and offices move towards adopting policies and practices that consider and respond more constructively to marginalised and vulnerable young people.
- Legislation and policy that excludes, stigmatises, or actively harms LGBT+ youth is scrapped.
- More will to actively foster collaboration between national government departments, civil society, and communities, to create a more enabling environment for all young people in Namibia.

Primary Target Groups¹⁶



The primary target groups – those who will benefit directly from this strategy – are AGYW and LGBT+ between 15 and 24 years old, within targeted communities.

Youth of 18-years and older will be directly engaged as informants and active participants in the core community change process and will be active as leaders, facilitators, and participants in the work of youth organisations. Youth and youth organisations will play key roles as partners and collaborators at community level, and in national level advocacy work.



Youth under-18 will mostly be engaged through work with family members, with schools, and through referrals to CSO partners who specialise in work with children (e.g. LifeLine/ChildLine Namibia). Not all youth in the targeted area will be directly involved in activities under the project, but all will benefit from a more inclusive and enabling local environment.

¹⁶Figures in this section were drawn from the Namibia Inter-censal Demographic Survey 2016 Report: https://d3rp5jat0m3eyn.cloudfront.net/cms/assets/documents/NIDS_2016.pdf

The approximate total number of adolescents and young people between 15-24-years in Namibia is: 505,661. Male: 251,838. Female: 253,823. LGBT+: approximately 20,000. AGYW and LGBT+ youth nationwide will benefit from changes in government policy and practice as well as from societal shifts effected through the national advocacy component.

Secondary Target Groups

Secondary target groups fall in three categories:



Office bearers and community members in directly targeted communities, i.e. in schools, school boards, clinics, the police, social authorities, churches, families, the youth Town Councils, youth related CSOs, etc. These will all be engaged via the CITTs and will be able to shape and participate in a multitude of local activities growing out of the CITTs. In addition, some will have the possibility to participate in national learning events and shape and participate in the national level advocacy work. At this level, work with men and young boys will also be prioritised to address the deep patriarchal roots influencing harmful cultural norms embedded in communities.



National CSOs working with LGBT+, AGYW, Sex Workers and young people's rights – partners in national level advocacy work.

Government entities of relevance for policy and practice affecting the rights of the AGYWs and LGBT+ youth, including: the Ministry of Health and Social Services (MoHSS); the Ombudsman; the Office of the First Lady; the Ministry of Youth; the Ministry of Gender Equality and Child Welfare; and the Ministry of Education.

Targeted communities

Community systems strengthening was prioritised in the recent review of Namibia's National Strategic Framework on HIV/AIDS (to which PEPFAR and Global Fund responses are aligned). During the same review, PV's 'Setting the Levels' process was recognised as good practice.

This strategy centres around community systems strengthening (the CITT's being one key mechanism, amongst others). We also aim to build on existing traction and momentum by selecting sites aligned prioritised in the national response. Our work under this strategy will aim to strengthen community monitoring and response mechanisms to address gender-based violence, SOGIE-based violence, high rates of teenage pregnancy, and the stigma and discrimination that minorities face.

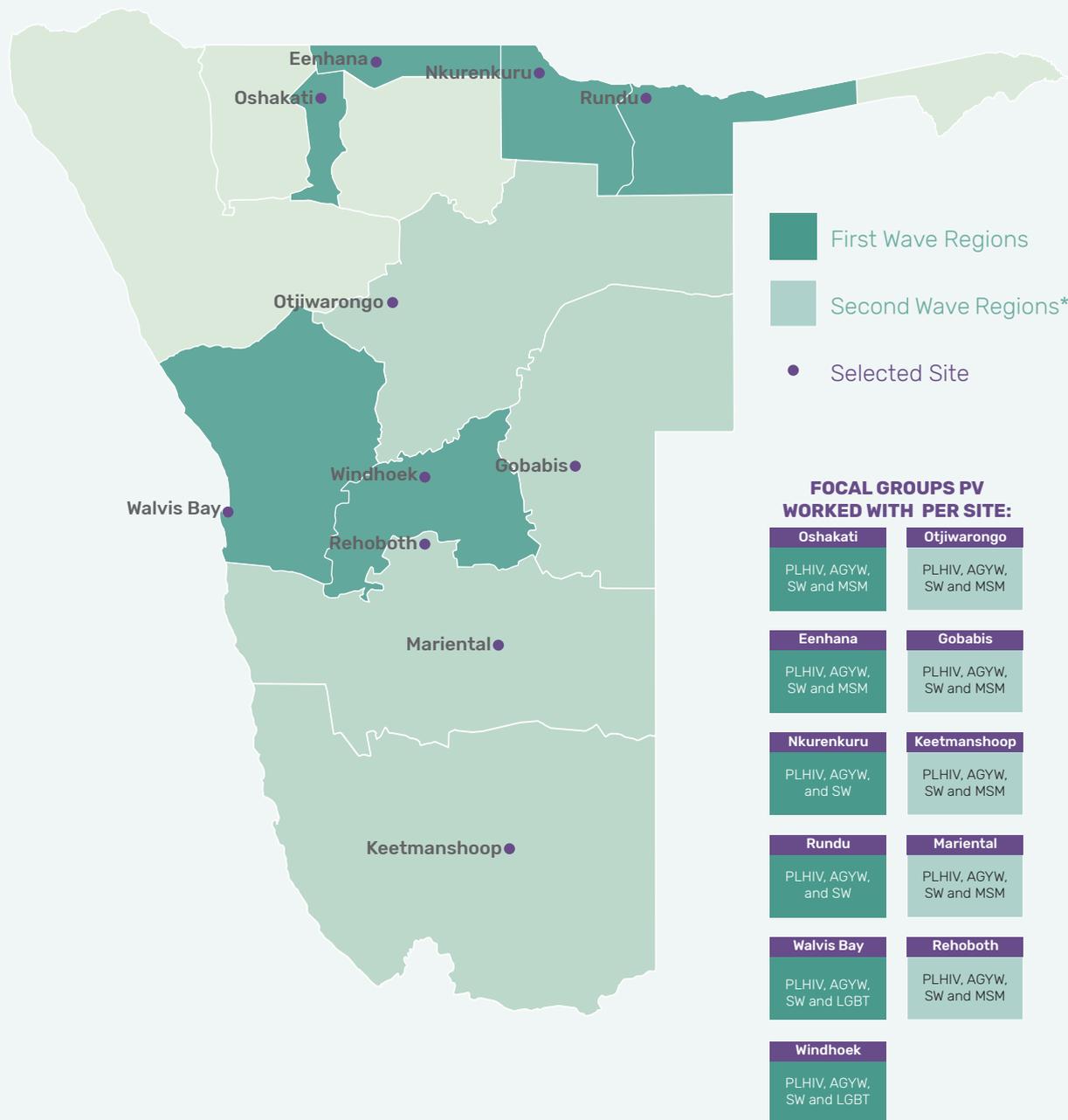
Additional factors considered in site selection include:

- PV's programmatic footprint;
- Levels of stigma and discrimination and GBV;
- Previously underserved areas;
- Communities where harmful cultural practices are common (e.g. some forms of female genital mutilation; forced marriages; etc.);
- Peri-urban and rural communities that have limited access to information, media and the formal justice system.

As resources are dwindling globally, PV will stagger implementation, prioritising those communities in which we currently operate and have meaningful networks and relationships.



COMMUNITY SYSTEMS STRENGTHENING ROLL-OUT SITES



*Underserved sites, and where PV previously had strong presence. Setting up systems in these sites, based on historical relationships established should be relatively easy to facilitate.



Communities are the ultimate site of change and the point where the most time, energy and resources will be expended. The reason for this is simple: in order for the experience of marginalised and vulnerable young people to change, some shifts must occur in the communities in which they live (behaviour, relationships, social norms, etc.).

The change process

Below we will unpack the change process in more detail. Our thinking is aligned with the three-year cycles of many donors – thus references to Year 1, Year 2, and so on. Please see the diagram overleaf for a visual summary of this process.

The purpose of the community level work is to:

- Support conscientisation and ownership of the problem
- Mandate leadership (a Community Inclusion Task Team or ‘CITT’) to support the community change process
- Monitor and document change and learning
- Feed into national-level influencing

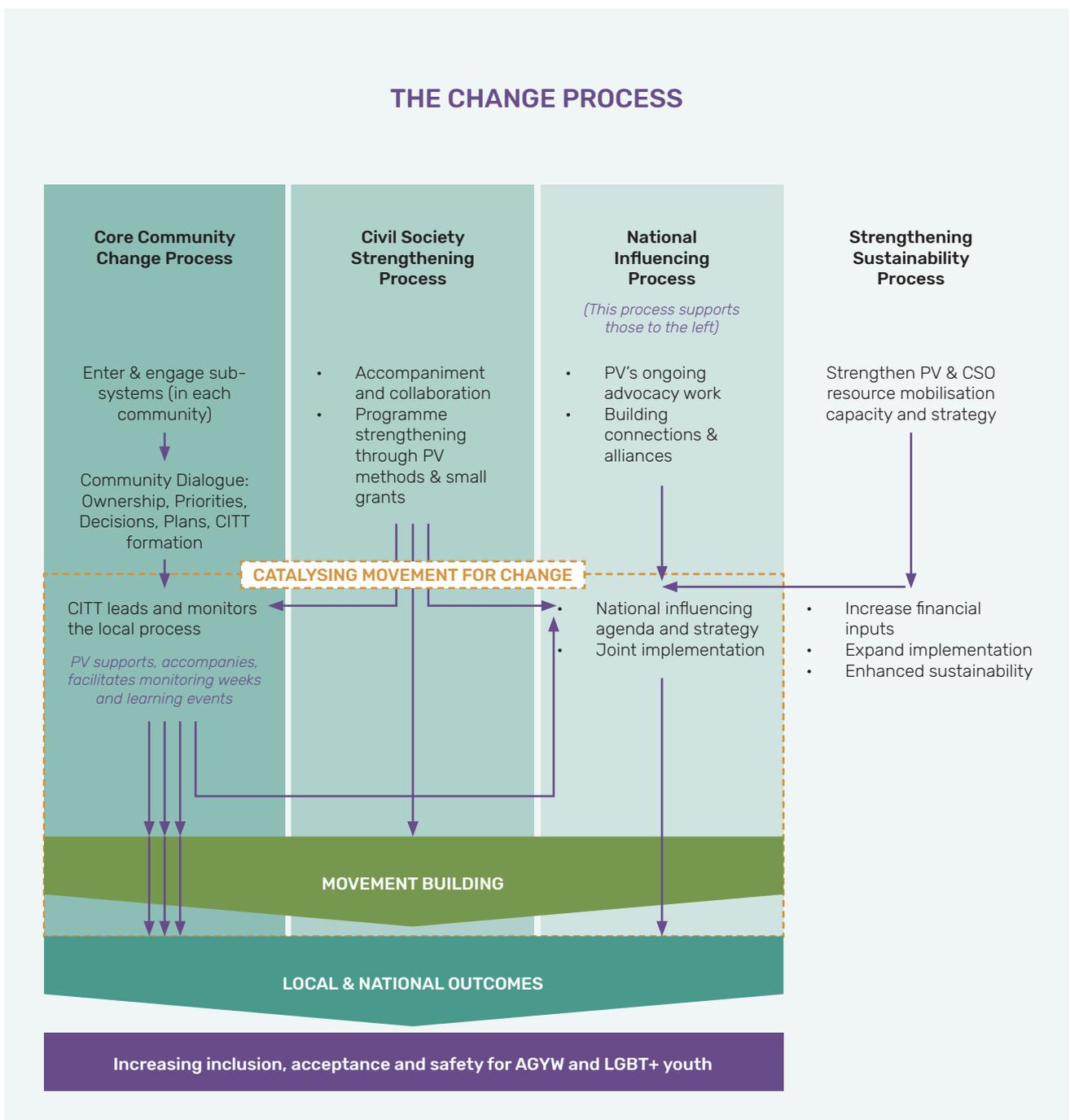
The process has **seven main steps**:

- i. **Scoping and securing invitation:** Engaging with local leaders and gatekeepers to inform them of this opportunity; securing buy-in, support and invitation. This will include engaging with local civil society, religious leaders, any active youth organisations and other key stakeholders for that community.
- ii. **Initiating dialogue with sub-groups – building relationships and a rich picture of current realities & perceptions:** We will spend a week in each community engaging with key local stakeholder groups (youth, families, duty-bearers, CSOs, service providers) to explore their perceptions and experience around youth, acceptance, inclusion and safety. This material will be synthesised for presentation to a larger, representative community group (step iii).¹⁸
- iii. **Community dialogue – setting a shared baseline, prioritising & mandating leadership:** Drawing on the material from step ii, the community will agree on baseline, make a plan, and mandate a leadership team to implement it. This process will form a Community Inclusion Task Team (CITT)¹⁹ which then becomes a core focus for community-level project implementation, as well as a mechanism for monitoring, accountability and ownership. The CITT is an interface between civil society, citizens and people with formal roles and mandates. As such the CITT will include representatives from the primary target group as well as motivated duty-bearers, i.e. people who have an existing stake and responsibility to work on these issues (police/GBV units; school board and school management; clinics/hospitals; social workers; traditional and religious leaders; community leaders, CSOs etc.). Once the CITT is in place, PV will support them to deepen their understanding of issues around youth, marginalisation, vulnerability, gender, SOGIE, rights and the law by using some core methods. A user-friendly tool for visualising the community baseline, and support later monitoring work, will be developed in the early stages of the work.

¹⁸Aspects of this process are inspired by PV’s very successful “Setting the Levels” method. Setting the Levels (STL) is an approach to strengthening community health systems in which both community members and health providers engage in constructive dialogue to assess and then monitor the quality of health service provision. This community dialogue process is more far reaching, but builds on the same principles.

¹⁹While the CITTs are new structures they build on a strong Namibian culture for such community-level mechanisms, on previous work, and on in-depth consultation with key partners during the preparation period. Good examples of similar structures which PV has been substantially and successfully involved in, include: the Setting the Levels process to facilitate collaboration between health systems and community in Namibia and elsewhere in Africa; School Boards in Namibia; work with Community Aids Coordinating Committees in Namibia; and the Chipata Sex Worker Community Task Force in Zambia.

- iv. **Working for change and inclusion | Monitoring & documentation (including media work):** PV's role at this stage is to support and augment the work of the CITT, by accompanying them in their work. This would include attending meetings; offering key PV methods or other trainings to resource their work; allocating small grants to key activities where appropriate. PV will also facilitate annual monitoring weeks in which the initial baseline assessment (combined results from step ii) is repeated and analysed by the community and CITT members.
- v. **Learning from other communities:** CITTs and key CSOs will come together in Year 2 to consolidate learning, inspire each other and to frame advocacy agendas.





- vi. **Using our learning and experience for national influence:** PV will involve CSOs and CITT members in national influencing efforts. This include inviting key government stakeholders into learning events (step v) and convening meetings in which learning, evidence and data are shared, augmented by direct community experience.
- vii. **Steering and expanding the strategy:** feedback from CITT's and CSOs will inform steering and act as an accountability mechanism to guide our work. It will also inform plans for further resource mobilisation and expansion into new communities. Skills to participate in this work will be shared with key local partners.

PV's main roles in this **community-level process** are:

- catalysing change by initiating and participating in this process;
- building buy-in and ownership;
- accompanying and supporting local leadership;
- offering technical support;
- facilitation of learning and monitoring processes;
- assisting with documentation and innovative use of media; and
- limited activity granting.

Alongside the community level work, we will support **civil society organisations (CSOs)** – implementing partners – to engage in complementary programming within these communities. This will be done by sharing appropriate PV methods for supporting change and building movement (e.g. LILO Identity, LILO Work, LILO Inclusion,) and supporting them to apply these effectively. This accompaniment of CSO work will be augmented by small, activity-based grants for workshops, events, and local campaigns. It will be further strengthened by input from Spor Media in the areas of communication, documentation, and short filmmaking.

Learning, insights and evidence from the community-level process and work with CSOs will feed into **national level influencing work** – which will involve substantial direct participation from community leaders (members of the Community Inclusion Task Team) and from local and national civil society organisations connected to this work, as well young people themselves. The national advocacy work will build on PV's existing advocacy work within several key ministries and technical working groups.

In addition to the direct links created from the community level work to national advocacy via step v and vi in the core strategy, PV will facilitate the formation of **a coordination and reference group** of relevant CSO actors, representatives of the youth and the CITTs to review and advise on national advocacy work in terms of strategies and messages.

Finally, all this above work will be supported by ongoing work (supported by Spor Media) on **sustainability and resource mobilisation** both at PV-level and in support to CSO partner fundraising.

Methods to support the process

PV employs the following **approach to advocacy**:

- Strategic advocacy is informed by community voices and experience. People's experiences, narratives and ideas are foregrounded and documented at all stages of the work.
- A strong focus on community-level advocacy first. Changing government policies and practice is important, but 'othering' and stigmatisation of marginalised groups such as LGBT+ is essentially a societal/community level problem and needs to be addressed at that level.
- The application of methods that build empathy (e.g. LILO Inclusion), in combination with methods that facilitate community-based monitoring and response mechanisms (e.g. the community-



based monitoring built into this strategy), foster connection within and between various groups and can shift oppositional relationships towards more constructive ones.

- Engagement at national and regional levels in policy, practice and legislative reform, using learning from programming to strengthen national responses, and to enable target groups to participate directly in advocacy.

The additional methods listed below have different purposes: LILO Inclusion is an effective advocacy tool addressing community leaders, CSO's and duty bearers; LILO Identity, LILO Women and LILO Work are aimed directly at the target groups (LGBT+, women, and sex workers respectively) and catalyse the creation of agency and voice as a foundation for movement building, whereas Fit for Purpose and Pathways to Sustainability are organisation development tools for CSOs. Setting the Levels is a tool for increased accountability and community health system monitoring.

LILO Inclusion: a workshop process to contribute to shifts in gender equality and address the marginalisation and exclusion of groups on the social fringe. The assumption underpinning LILO Inclusion is that to be truly effective in working with and on behalf of people who are excluded, stigmatised and sometimes criminalised, we must address our conscious and unconscious biases towards these individuals and communities. The overall purpose of LILO Inclusion is to assist participants to move towards more positive levels of attitude to people who are highly excluded and marginalised due to one or more overlapping discriminations, e.g. gender; ethnicity; disability; health status (i.e. HIV+); sexual orientation). For the purpose of this strategy we will build in elements from another new workshop process Sing of Freedom, that stimulates and supports greater awareness of and interest in human rights, ethics and the law amongst marginalised populations and others (often ordinary community members), for whom the law seems distant, inaccessible, technical, elitist and unrelatable. It increases participants functional literacy related to concepts and definitions, and to specific domestic legislation relevant to human rights (constitution; penal code; treaties; etc.). The workshop also supports participants to develop their capacity to apply this understanding to real-life situations where abuses and violations occur.

LILO Identity: a personalised approach to exploring gender identity and sexual orientation. The workshop responds to high levels of self-stigma in LGBT+ people, working therapeutically with individuals to raise awareness of the self, to reclaim and reframe personal narrative, and promote self-acceptance of sexual orientation, gender identity and expression. LILO Identity is one of PV's most successful processes and often succeeds in moving individuals towards a more positive LGBT+ identity, a strong self-concept, and a high regard for themselves as LGBT+ individuals.

LILO Work: a workshop for sex workers (18-years-old or above). It contextualises sex workers' occupation within a wider understanding of a more layered, nuanced self. Participants also explore sex work as work, the hazards of the business and the need to protect oneself from, and address, issues around violence and sexual health. The workshop focuses on what an individual can control to mitigate against these challenges. Individuals' dreams for their future are explored, business skills are shared and the final sessions of the workshop are geared toward actions aimed at realising these dreams.

LILO Women: a workshop for any woman whose context is challenging to navigate due to gender norms and cultural beliefs that inhibit women and are often harmful. The workshop builds long term self-esteem (a positive self-concept) and resilience (the ability to bounce back after adversity) and reactivates previously held hopes and dreams for a richer future. Women's leadership roles are foregrounded, and participants to place themselves firmly in the driving seat of their own lives and give themselves permission to thrive rather than just survive. The workshop aims to contribute to personal growth and the development of women's movements. This workshop might also be of value to older women in community who are often very influential in determining the experience of young, vulnerable and marginalised youth.



Fit for Purpose: a workshop that allow organisations to self-diagnose their organisational health and position at a specific point in time, and identify both strengths to build on and capacity needs to address. This allows organisations to plan for change in priority areas, to identify what actions and support are necessary to achieve their goals, to respond effectively to their context, to measure improvements and track progress over time, to learn from their practice, and to take their next development step. Within this project the method will be used together with and preceding the Pathways to Sustainability support.

Pathways to Sustainability: a workshop process designed for directors, management and board members of Southern NGO's to take a more strategic and social entrepreneurial approach to sourcing funds for long term sustainability, while positioning themselves realistically in the funding landscape. Participatory and experiential activities are practical, and are woven through content that is delivered through creative and amusing local metaphors and symbols, making the core concepts accessible and memorable. The process demystifies fundraising by breaking it down into various elements, e.g. understanding the funding ecology; how to choose funders; networking. It also builds confidence in applying relationship-building and 'selling' approaches simultaneously. It encourages a critical engagement with one's work and an intentional approach to building a long-term reputation. Organisations leave with a clear plan in hand which allows them measure the tangible results of their fundraising work. The accompaniment process after the initial workshop provides support and enhances accountability.

Setting the Levels: applies a participatory approach improve communication and deepen accountability between health service users and health service providers. Using a Mixing Desk analogy as a data-instrument allows homogenous groups to talk about their experience of specific health facilities (and for health facilities to talk about themselves). This generates a series of comparable numeric values, showing the scores from each group for each category. Patterns are also identified from the responses, prepared as "Headline Messages" and presented together with graphed analysis to a representative stakeholder meeting for reflection, to deepen dialogue and for validation. This information is used to inform and structure a community response to health system strengthening.

Collaboration with CSO partners

A range of CSOs, and more informal, community-level organisations representing or supporting the target groups, will be involved in this work. Most of these will be PV partners from previous or ongoing work.

Some will be locally based organisations situated in target communities including LGBT, feminist and sex worker organisations such as MPower Community Trust (an MSM-focused organisation), Voices of Hope Trust (focusing on sex workers' rights), Young Feminist Movement (women's rights) and Tulinam (LGBT and religion). These organisations are all based in the communities where we plan to begin strategy implementation, i.e. Oshakati and Walvis Bay.

Some will be national organisations (Windhoek-based) with activities in the relevant communities e.g. Rights not Rescue Trust, (a sex worker rights organisation) Wings to Transcend Namibia (a transgender rights organisation), AFRIYAN (adolescent and young people's SRH-R regional network), Out-Right Namibia (an LGBT+ rights organisation) and ChildLine/LifeLine (gender and psychosocial health).

In addition, some organisations may be new to PV, and will be identified as we begin to implement, and across the life of this strategy.



Through the work of the Community Inclusion Task Teams (CITTs), CSOs will be involved in a platform for advocacy, engagement and collaboration with local government structures, office bearers and community leaders (including traditional and religious leaders). As well as being involved in local activities coordinated through the CITTs, these CSOs will continue to grow their own complementary work within the targeted communities.

In addition, PV has entered into a collaborative and fundraising partnership with Spor Media (Denmark). Spor will offer technical support around media and communications strategy as well as strengthening the resource mobilisation work of PV and its other partners.

8. Linking to and leveraging other priorities, plans and resources

This document aims to inform all of our work with girls, young women and LGBT+ young people. As such, this strategy will be rolled out by building onto existing projects, programmes and national priorities, and by creating new projects and programmes.

Building onto existing work

Aligning to national responses: The government of Namibia spends a very significant part of the national budget on education and health systems – both of which benefit young people, including our specific target groups. MSM, transwomen and AGYW are prioritised within Namibia’s National Strategic Framework (NSF) for HIV/AIDS (2017/18 to 2021/22) and the Namibian national development plan, ‘Vision 2030’, recognises gender equity as a cornerstone of national efforts to achieve sustainable development.

This work is supported by various donor-funded initiatives which Namibia is currently implementing, the two largest of which are DREAMS under PEPFAR, and the National Global Fund Programme. Both are implemented in collaboration with the MoHSS.

While this donor-supported work tends to be narrowly focused on health outcomes, it nevertheless has opened very important spaces for dialogue on broader rights issues related to LGBT+ people, sex workers and AGYWs. PV works within both the Health and Rights arenas, and is well placed to exert influence through its participation in key Technical Working Groups and Advisory Committees under the MoHSS.

Global Fund: PV’s Namibian office was awarded the HIV prevention grant for AGYW, under the new Namibia Global Fund Grant (2018 – 2020) in 2018. This grant focuses on HIV prevention for out-of-school, 15–24-year-old AGYW, with complementary responses targeting their male counterparts, parents, caregivers and community leaders. This programme is implemented in three regions: Ohangwena, Kavango East and Kavango West. The current grant has:

- expanded our reach and work with AGYW;
- deepened our knowledge and experience around AGYW;
- strengthened our network with AGYW organisations and other local actors;
- enabled us to position PV as a technical expert in this field with government and major donors; and
- informed our national influencing work.

This strategy builds on and expands this programming area – which already contributes to several of the strategy’s Immediate Objectives (p.12). We anticipate that our work with AGYW will continue in the next Global Fund round (2021–2023) in which we will aim to deepen these linkages.



Legal and policy reform: PV – with support from the European Union, Comic Relief, OSISA and Amplify Change – has done significant work around the repeal of punitive and discriminatory laws and policies. PV and partners have been working with the Office of the Ombudsman and the Law Reform and Development Commission on laws specifically targeting LGBT+ persons, and with the Ministry of Education on strengthening the application of SRH-R and CSE in our life-skills curriculum. This strategy builds on and deepens these initiatives by making a strong link back to community-level voices and institutions (via CITTs and local partners). It will help us to ensure that questions of policy and law reform are grounded in people’s lived experience.

Creating new projects and activities

Anchor project in partnership with SPOR: PV and SPOR Media have applied for a CISU-supported grant to pilot this strategy’s approach in two communities: Oshakati and Walvis Bay. This anchor project will allow us to test, revise and strengthen our approach and design, and importantly, will provide us with in-depth knowledge to inform dialogues with government and other development partners.

Resourcing specific pieces of work: No single donor is likely to support all of the work-streams, or the full scope of this strategy. PV, with SPOR Media, will seek additional funding to support specific actions that further the overall strategy (e.g. research studies, media campaigns, and so on), and to expand the scope and scale of strategy implementation over time.

9. Risks and risk mitigation

Internal Risks

PV works mainly with emerging organisations, some of which do not yet have strong financial and M&E mechanisms. Therefore, unallowable expenditure and lack of spending justification are key risks. However, PVs work with emerging organisations and movements in Namibia (PLHIV and LGBT+) within a range of projects in recent years, as well as similar work with LGBT+ Denmark in East Africa, has given the organisation wide experiences of the most effective ways of supporting these kinds of organisations.

Financial support will be activity-based, simple to manage and report on, and small in size, combined with close accompaniment. It will allow flexible responses and support to local initiatives aligned to our objectives, without placing large administrative burdens on small organisations.

External Risks

The world is currently facing one of the biggest and most profound health challenges, COVID-19; a global pandemic demanding social distancing, restrictions on public gatherings and movement, further limiting access to services and commodities. With many countries in lock down and including Namibia, and social distancing to continue in the immediate future, the establishment of the CITTs and facilitating community dialogues is not going to be easy. PV, with the aid of SPOR and in-country partners will focus on the use of social and local media to strengthen messaging related to human rights, health, SRH-R, as well as COVID-19, to ensure that the most vulnerable of communities continue receiving information to improve their life opportunities.

Namibia is currently facing recession, and further economic decline should be anticipated. Our approach in this strategy is rooted in community, and driven by community action – a more sustainable model of change which is less vulnerable to the impact of economic downturn than other approaches.



Backlash from parents, caregivers, religious and traditional fundamentalists is a concern. PV aims to address this through establishing, and working with a representative CITTs, and by prioritising activities focused on inclusion.

Change in relation to LGBT acceptance is relatively slow in Namibia, given the conservative religious and traditional background. However, we will initially be working in communities with which we have established relationships, where some work has been done around inclusivity and tolerance towards marginalised groups, and where this strategy can amplify existing momentum for change, and the efforts of other plays (e.g. PEPFAR and the Global Fund programming).

10. Learning, steering, monitoring and evaluation

Community level: As noted above, tools and processes for participatory monitoring and learning are built into the core community change process. The basics include:

- A community baseline (report and visualisation), constructed with key stakeholder groups and via a community dialogue
- Annual monitoring reports following monitoring weeks in each community
- Local and national convening to surface learning, steer the work and feed into advocacy messaging.

In addition to this, PV staff will participate in the CITT processes (meetings and events) and produce regular reflective reports, and CITT members and local CSOs will be trained in appropriate forms of documentation to capture key experiences, stories of change, and moments of progress or reversal (e.g. pocket-films).

Further, each of the methods detailed above is accompanied by pre- and post-instruments and implementing partners will track progress and accompany participants across the life of the strategy. Data will be consolidated in quarterly partner review and PV team meetings. These methods will, by their nature, produce mainly qualitative data. This will be augmented at community level by statistics and reports from local clinics, police stations and schools, all of which will be encouraged to capture data of relevance to our shared purpose.

CSO level: Existing systems for implementing partner monitoring and reporting will be used, with some revisions and adaptations to align them to this strategy. PV will ensure that such systems are updated and implementing partners have the skills to collect and report on relevant data and learning, as well as involving them in the process of making meaning of their material (quarterly partner reviews).

National level: In addition to capturing intelligence and observations from developments in the national context and from national processes in which PV is already engaged, PV will track media reports and public statements from relevant ministries and institutions.

Stopping, reflecting, steering and adapting: We will **build time into operational and work plans** to stop and reflect together as Spor Media and PV, and to consult key stakeholders. Some clear points for these kinds of review-and-steering sessions would be:

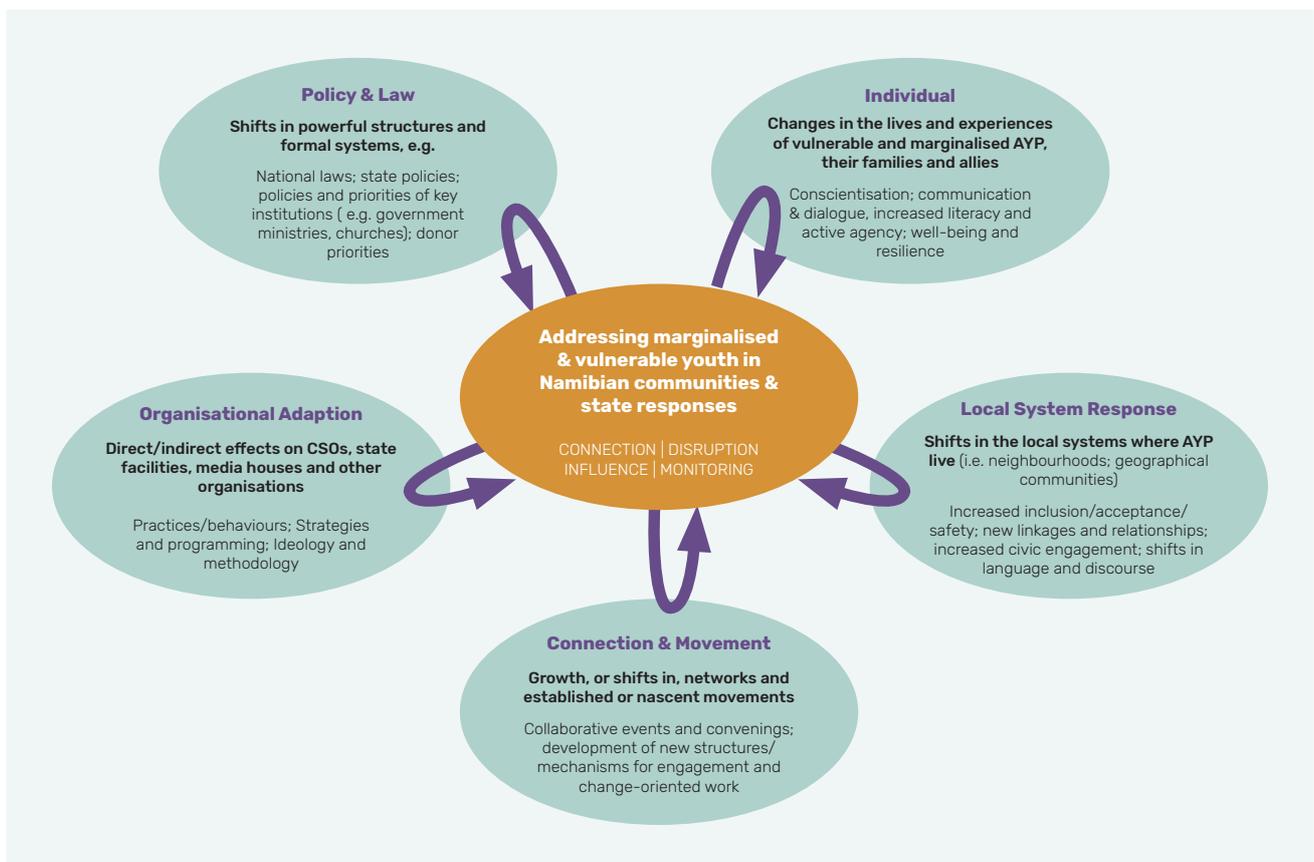
- after start-up in the first community (to adapt the community design and methods);
- at mid-term;
- immediately after the evaluation.

Reporting: All of the above material will be consolidated and reported on for accountability purposes – both to donors and to communities and other stakeholders at key fora. PV will use its Impact Framework model to consolidate information and evidence from strategy implementation with information and evidence from other projects for learning and strategic thinking purposes. The PV Impact Framework tracks and consolidates five domains of change-effects from all PV programmes and projects: individual change; local system change; organisational adaptation; connection and movement; and policy and law (see diagram below).

Evaluation: We will build an external evaluations into project proposals and aim to scheduled a first evaluation for midway through Year Three of the initial implementation phase. The evaluation will focus on the specific communities targeted initially (Oshakati & Walvis Bay), but also consider progress towards wider strategy implementation. This will be a formative evaluation feeding into strategy refinement, advocacy, and resource mobilisation for future work.

Evaluations will draw on the significant quantities of data and evidence collected in the course of implementation, as well as direct data collection at community, CSO and national levels.

The Positive Vibes **Impact Framework** (2019) offers a useful way of visualising the five key domains for monitoring and evaluating change effects.



Appendix: Indicative logframe

The objectives, activities, outputs and indicators in the tables below will inform work in the first two to three target communities over the coming three years. This material is drawn from a proposal developed in partnership with Spor Media and submitted to CISU (Denmark) in March 2020. We intend to use this project as the foundation for rolling out this strategy.

<p>DEVELOPMENT OBJECTIVE: Namibian communities and society are more accepting, inclusive, and safe for marginalised and/or vulnerable and excluded adolescents and young people (in particular, girls and young women and LGBT+ youth¹⁹).</p>	
<p>Immediate Objective 1: Targeted Namibian communities are more accepting, inclusive, and safe for marginalised and/or vulnerable and excluded adolescents and young people through enhanced engagement between civil society and local government institutions.</p>	
<p>Success criteria/Indicators:</p> <ul style="list-style-type: none"> • Adolescents and young people (AYPs) feel safer and better included in the local communities. • Local communities has a higher level of engagement in the inclusion and safety of AYPs. • Local duty-bearers – e.g. police, health authorities, schools – are more responsive to the needs and problems of AYPs. 	<p>Means of verification:</p> <ul style="list-style-type: none"> • Data from the community led monitoring • Reports from learning events • External evaluation
<p>Immediate Objective 2: Civil society organisations representing or supporting marginalised and excluded adolescents and young people are stronger and better able to support these groups and advocate for their rights and interests at local and national level.</p>	
<p>Success criteria/Indicators:</p> <ul style="list-style-type: none"> • Involved CSOs carry out at least 10 local and national level advocacy initiatives. 	<p>Means of Verification:</p> <ul style="list-style-type: none"> • Partner reports • External evaluation
<p>Immediate Objective 3: Evidence generated at community level is used for advocacy work at national level to strengthen policy, practice and laws in the interests of the most marginalised and/or vulnerable AYPs, and to create better acceptance in society at large.</p>	
<p>Success criteria/Indicators:</p> <ul style="list-style-type: none"> • Changes in policy, practice and laws that can reasonably be partly or fully attributed to the work of the project, e.g. in particular the formulation of the new National Strategic Framework on HIV and AIDS, and the implementation of the Human Rights Action Plan. • Positive shifts in the way vulnerable and/or marginalised AYP are covered in formal and social media 	<p>Means of Verification:</p> <ul style="list-style-type: none"> • PV reporting • Reports from the learning event • External evaluation.
<p>Immediate Objective 4: Sustaining the implementation of PV's AYP strategy through strategic fundraising work in relation to PV, and through support to involved partners' fundraising.</p>	
<p>Success criteria/Indicators:</p> <ul style="list-style-type: none"> • At least 8 million NAD raised by PV and partners towards related, additional work within the present project period, and to continue the work beyond this period. 	<p>Means of Verification:</p> <ul style="list-style-type: none"> • Overview of funding raised by PV towards the AYP strategy. • Overview of funding raised by PV partners towards this programming area.

¹⁹Other marginalised groups – e.g. homeless youth, young people living with HIV or with disabilities, young people engaging in transactional sex or drug use – should also benefit from this project because of its emphasis on social inclusion and developing empathy and understanding of the 'Other'. Our particular emphasis on AGYW and LGBT+ arises from (a) the serious challenges facing these two (intersecting) groups, and (b) our track record and existing programming in relation to these groups.



Given the nature of the project, the impact indicators at immediate objective level have mostly to be qualitative to be meaningful. They are measured using a range of methods built into the MEL system, in particular a strong community-level monitoring system which will be set up at the beginning of the project. These will be validated and followed up on during the evaluation.

IMMEDIATE OBJECTIVE	OUTPUTS	ACTIVITIES
<p>IMMEDIATE OBJECTIVE 1: Namibian communities are more accepting, inclusive, and safe for marginalised and/or vulnerable and excluded adolescents and young people through enhanced engagement between civil society and local government institutions.²⁰</p>	<p>1.1 Creating a Community Inclusion Task Team (CITT) and establishing a mandate and plans for this Task Team. Setting a shared, consolidated baseline. (These are outputs of the first three steps in the core community change process described in Section 4.)</p>	<p>1.1.1 Scoping and securing invitation: This will include engaging with local civil society, religious leaders, any active youth organisations, and other key stakeholders from each community. Detailed design of the following two steps and of the community monitoring system.</p> <p>1.1.2 Initiating dialogue with sub-groups – building relationships and a rich picture of current realities & perceptions: Engaging with key local stakeholder groups (youth, families, dutybearers, CSOs, service providers) to explore their perceptions and experience around youth, acceptance, inclusion and safety. This material will be synthesised for presentation to a larger, representative community group.</p> <p>1.1.3 Community dialogue – setting a shared baseline, prioritising & mandating leadership: Drawing on the material from the previous step, the community will agree on baseline, make a plan, and mandate a leadership team to implement it. This process will form a Community Inclusion Task Team (CITT) which then becomes a core focus for community-level project implementation, as well as a mechanism for monitoring, accountability and ownership.</p>

²⁰All the associated activities are repeated two times in the two different communities involved. This is staggered, so that there is space for learning and adaptation in particular after the first set of preparatory activities. Positive Vibes staff working with the different communities will work together on various key activities to secure learning and reflection.

IMMEDIATE OBJECTIVE	OUTPUTS	ACTIVITIES
	<p>1.2 Working for change and inclusion in the local community. A range of activities is carried out by and through the CITT to address the problems facing marginalised and vulnerable youth, leading to:</p> <ul style="list-style-type: none"> • A reduction in violence against LGBT+ youth and AGYW in schools and communities • Reduced self-stigma and fear on the part of LGBT+ youth. • Enhanced voice and agency on the part of AGYW and LGBT+ youth. • Healthier life choices for both LGBT+ youth and AGYW. • Increased rights-literacy, legal-literacy, understanding of gender and gender equity, and understanding of sexual orientation, gender identity and expression (SOGIE), among youth, organised civil society and local duty-bearers 	<p>This output will involve a wide range of activities at community level coordinated by the CITT and involving different community actors. The quite elaborate articulation of the output gives a good sense of the kind of activities that will happen at this level, but this is managed at community level and cannot be pre-programmed.</p> <p>The activities outlined below and under the next two outputs are the planned PV activities to support/ catalyse this work:</p> <p>1.2.1 Participation in Quarterly review and learning meetings.</p> <p>1.2.2 A LILO Inclusion workshop incorporating elements of the Sing of Freedom workshop (4 days).</p> <p>1.2.3 Approximately three other PV workshops (when, and as, appropriate; see list of relevant options in Section 4). For example, a LILO Inclusion workshop at School Board level or involving a clinic and representatives of its users.</p> <p>1.2.4 Training in media for documenting challenges and changes, including, for example, the use of pocket films and other media for advocacy purposes.</p> <p>1.2.5 Funding for local activities based on needs – mainly community dialogues.</p>
	<p>1.3 Community-led monitoring & documentation process, including media work (step 4b in the community change process).</p>	<p>PV support:</p> <p>1.3.1 PV will facilitate and document annual monitoring weeks in years 2 and 3 in which the initial baseline assessment is repeated and analysed by the community and CITT members.</p>
	<p>1.4 Learning between the two communities to inform community level work and national level advocacy work.</p>	<p>PV support:</p> <p>1.4.1 Design and organise a national convening in year 2 where CITTs and key CSOs will come together to consolidate learning, inspire each other and begin to frame advocacy agendas.</p> <p>1.4.2 Organise a range of advocacy activities related to this: e.g. workshops and briefings for the media; a briefing combined with the official opening of the event for government agencies.</p> <p>1.4.3 Organise the participation of community leaders/members in relevant and strategic national meetings.</p>

IMMEDIATE OBJECTIVE	OUTPUTS	ACTIVITIES
	1.5 Methods adapted to target group needs, and facilitator capacity (mainly based in CSO partner organisations) enhanced and sustained. ²¹	1.5.1 Adapt LILO Inclusion by adding elements of Sing of Freedom. 1.5.2 Minor adaptations to LILO Women for use with the specific target group. 1.5.3 Training of LILO Inclusion / Sing of Freedom facilitators from CSO partner organisations and PV. 1.5.4 Refresher trainings of facilitators.
	1.6 Enhanced capacity of CITT partners in terms of programming and advocacy work.	1.6.1 Ongoing accompaniment by PV staff to facilitate and assist with project management, advocacy work, accounting, reporting, or capacity gaps, as needed. On average 5 days per month, per community, split between on-site and virtual. Staff will do some work jointly in each other's communities to facilitate exchange and learning.
IMMEDIATE OBJECTIVE 2: Civil society organisations representing or supporting marginalised and excluded adolescents and young people are stronger and better able to support these groups and advocate for their rights and interests at local and national level.	2.1 CSO partners roll out LILO Identity, LILO Women and LILO Work among their members/ constituencies.	2.1.1 LILO Identity processes 2.1.2 LILO Women processes 2.1.3 LILO Work processes.
	2.2 Ten partner-led local or national advocacy initiatives, e.g. documentation of human rights violations; collection of stories for advocacy work; specific targeted advocacy events.	2.2.1 Small grants.
	2.3 Enhanced capacity of CSO partners in terms of programming and advocacy work for LGBT+ AYPs and AGYWs.	2.3.1 Ongoing accompaniment by PV Staff to facilitate project management, accounting and reporting. 2.3.2 Supporting partner organisations in planning their own ongoing development by facilitating Fit for Purpose workshops.

²¹This output relates to the use of a variety LILO methods across Immediate Objective 1.2 and 3. This is about necessary adaptations and updating of the methods and maintaining the facilitator infrastructure necessary to roll out the use of the methods at all of these 3 levels and sustain the quality for this work.

IMMEDIATE OBJECTIVE	OUTPUTS	ACTIVITIES
<p>IMMEDIATE OBJECTIVE 3: Evidence generated at community level is used for advocacy work at national level to strengthen policy, practice and laws in the interests of the most marginalised and/or vulnerable AYPs, and to create better acceptance in society at large.</p>	<p>3.1 Ongoing influence work with the Ministry of Health and Social Services (MoHSS), the Ombudsman, with the Office of the First Lady, the Ministry of Youth, the Ministry of Gender Equality and Child Welfare and the Ministry of Education (MoE).</p>	<p>3.1.1 Continue and strengthen PVs ongoing advocacy work through multiple, existing advocacy channels, and look for opportunities to further leverage this influence.</p> <p>Several such opportunities are already apparent, and more will arise along the way; opportunities on the horizon include;</p> <p>3.1.2 Influence the development of the new HIV National Strategic Framework in 2021/22 by generating and disseminating evidence to inform the AGYW and LGBT+ response.</p>
		<p>3.1.3 In collaboration with the Ombudsman, push for the implementation of the National Human Rights Action Plan which identifies AGYW and LGBT+ youth as vulnerable groups.</p> <p>3.1.4 Continue and strengthen advocacy and collaboration in relation to the decriminalisation agenda, in collaboration with the Ombudsman.</p> <p>3.1.5 PV will aim to get involved/ represented on the Safe School Task force and the School Health Policy Task Team, and contribute to strengthening MoE's response towards LGBT, AGYW and other vulnerable youth.</p> <p>3.1.6 At community level, support and influence the implementation of the new Grade 11 Life Skills Curriculum and feed experiences from this work to the MoE at national level.</p> <p>3.1.7 work to influence the recognition of LGBT+, sex workers and harmful cultural practices in the National Gender-Based Violence Action Plan.</p>

IMMEDIATE OBJECTIVE	OUTPUTS	ACTIVITIES
	<p>3.2 LILO Inclusion is used as a key influence strategy with key Ministries and other governmental entities. This is a preparatory step to joint policy review, joint planning, etc.</p>	<p>3.2.1 Prepare tailor-made LILO Inclusion processes to feed into policy review and planning</p> <p>3.2.2 Four LILO Inclusion processes for government staff</p> <p>3.3 Media and communication strategy, targeting both the formal media and social media, is developed and implemented in support of the above advocacy work.</p> <p>3.3.1 Development of media strategy and implementation plan.</p> <p>3.3.2 Targeted and consistent media activities, e.g. round table events for media practitioners; develop stories based on community-level monitoring and documentation; media visits to the community sites; etc.</p>
	<p>3.4 Evidence briefs to support influencing work</p>	<p>3.4.1 Develop evidence briefs in support of policy and practice changes, building on the community-level work under IO 1 and 2, as well as on best practice from elsewhere (drawing on PV's international network).</p>
	<p>3.5 Various advocacy events supported at national level: Annual 16 Days of Activism; Pride; Mr Gay; Ms Trans; etc.</p>	<p>3.5.1 Financial support for and accompaniment of these.</p>
<p>IMMEDIATE OBJECTIVE 4: Sustaining the implementation of PV's AYP strategy through strategic fundraising work in relation to PV and through support for the fundraising of involved partners.</p>	<p>4.1 A comprehensive fundraising strategy for PVs AYP work in Namibia is fully developed, implemented and continuously adjusted, and through this process PVs Namibia capacity for fundraising increased.</p>	<p>4.1.1 PV fundraising strategy implementation workshop and the development of a comprehensive plan and clear responsibilities for all involved in this work.</p> <p>4.1.2 Systematic ongoing networking with relevant donors to explore and create opportunities.</p> <p>4.1.3 Regular reviews of work and adjustment of the strategy and plans.</p> <p>4.1.4 Ongoing accompaniment of, and participation in, PV's strategic fundraising work by Spor's resource mobilisation specialist.</p>
	<p>4.2 Enhanced fundraising work of partners of PV towards this strategy</p>	<p>4.2.1 Fundraising training for selected partners using the Pathways to Sustainability method (PV and Spor).</p> <p>4.2.2 Accompanying partners in their networking and fundraising work.</p> <p>4.2.3 Update of Pathways to Sustainability training materials based on M&E from training and follow up work.</p>

