

**REPORT**  
**CENTRES OF EXCELLENCE STAGE FIVE WORKSHOP**  
**BOTSWANA**  
**COUNCIL: CHOBE DISTRICT COUNCIL**



**DATES: 6 - 8 JULY 2009**



Ms. Ludo Matshameko; BALA Programme Manager presenting on Gender Links and BALA partnership Photo by Mmegi reporter (Mr Moreri Sejakgomo)

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## **Executive summary**

Gender Links in partnership with Botswana Association of Local Authorities (BALA) held a workshop from the 6-8 July 2009 in Chobe District. The workshop was part of the 16 gender action plan workshops for councillors scheduled to take place in Botswana. The workshops are a follow up of the research titled *At the Coalface, Gender and Local Government in Botswana* which found that local councils have not begun to address gender issues very effectively. The study was launched in February 2009 and a draft gender strategy for local government was developed.

The workshop was officially opened by the Council Chairperson Mr. Machana Shamukuni. Among other officials were BALA Executive Board Member, Mr. C Manthe, Program Manager, Ms. Ludo Matshameko, BALA Women's Commissioner Chairperson and Lobatse Deputy Mayor, BALA Women's Commissioner Mrs. Mpetsane and Gender Links staff members.

*Objectives of the workshop were to:*

- Build gender analysis skills of local councillors and officials, and local government associations;
- Develop gender action plans with local councils as well as localizing the national action plan to end gender based violence

## **Process and activities**

*Workshop content*

The workshop made use of the Botswana Local Government Gender Action Plan manual which covers six modules; the SADC Protocol on Gender and Development, Key Gender Concepts, Gender and Governance, Key Gender Planning Concepts, developing a local gender action plan and developing a local 365 Day Action Plan to address GBV. See the full workshop programme at **Annex A**.

*Participants*

There were 32 participants of which 19 were men and 13 were women, see full participants list attached at **Annex B**. Participants were made up of councillors and officials from Chobe District and were of different age groups and had different educational and professional backgrounds.

*Facilitators*

The workshop facilitators were Gender Links staff, BALA Programme Manager, and some councillors who were trained by Gender Links in Johannesburg to facilitate the course. All the facilitators had experience in gender issues.

## **Discussions**

### **Gender Protocol**

Participants had limited knowledge of the Gender Protocol. They mentioned that they have heard about the protocol in the media but did not have specific information on the contents especially the articles and targets.

On the issue of gender, some of the participants said they have participated in the commemoration of 16 Days of Activism on No Violence Against Women and Children but have not attended a workshop in which they were introduced to sex and gender concepts. They lamented that most of the time they are invited to commemorations but that these events do not provide detailed information on gender issues. Other participants mentioned that they heard about gender issues during the full council meetings briefings where different ministries and government departments are invited to brief them.

The councillors felt this workshop gave them an opportunity to discover the issues for themselves through different exercises. The councillors knew that the Protocol had not been signed but did not know the reasons; it was through the gender Protocol video and the briefing by Gender Links Coordinator that they were enlightened. Keabonye Ntsabane, Gender Links Coordinator informed them that through the BOCONGO Gender and Development Sector of which Gender Links is a member they paid an official visit to the Minister of Labour And Home Affairs and the Attorney General Offices to enquire why the protocol was not signed, and were informed it is the problem of mandatory language and lack of resources.

In the very same discussions the councillors felt that there is no political will in signing the protocol but that it should be signed. The councillors promised to lobby and for the protocol to be signed when ever have the opportunity to do so. The DVD shown was appreciated by councillors even though they suggested that men should also be given a voice to speak about gender issues and that this can motivate men to change attitudes towards gender equality.

### **Decision making positions**

The participants said that women are give the same chances as men to contest for elections therefore no party should be blailed if they do not win .the participants said unless women change the attitudes of jealousy to other women men will continue to win in the majority. Some men quoted some verses in the Bible to support their claims that women are not meant to be leaders. The women on the other hand refuted claims made by men and said that women are not represented because men grab high profile positions in their parties. Some male councillors expressed fear that women now want to take all leadership positions.

## **Networks**

Gender Links and BALA informed the participants about other networks on gender equality. Participants were informed of Life line and their toll free and the counselling services they provide. The participants were on women's shelter project drop in Centre and Emang Basadi. They were informed on the Alliance network and its mandate.

## **Gender Based Violence**

The participants agreed that gender based violence does exist. However the men emphasised that they are also experiencing it. Though participants knew and acknowledged all the types of gender based violence but they were not aware of the international, regional and local human rights instruments addressing it. During the discussions, it became evident that gender based violence is a serious issue which needs to be addressed. This was the section where the debate was hostile when men brought all the excuses , quoting the bible saying that women are not suppose to be head of the families and that women movements and gender activists want to change culture.

From the discussions, it appeared as though the councillors did not understand the role they are supposed to play in addressing GBV. They also did not know that they are supposed to have information on the instruments used to address gender based violence. At the end it was resolved that they need to have information in order for them to not only address the issue, but also to share the information with different committees they interact with and their voters respectively.

## **Stereotypes**

This was one of the good exercises which have immediate results as it changes the participants' attitudes towards how they have been thinking about men and women's roles and responsibilities. They are able to understand that only reproductive roles can not be changed.

## **Southern Africa Local Government and Gender Justice Summit and Awards**

Before officially concluding the workshop and after summarising everything that was presented during workshops, participants are taken through a PowerPoint presentation on the first Southern Africa local government and gender justice summit and awards that will be taking place. The application process and adjudication process is explained and pamphlets are distributed to all participants. See the attached concept paper attached at **Annex G**.

## **Challenges**

- Most of the concepts used were new to the participants, thus calling for more time to be devoted to them.
- It was suggested that the workshop should be for four days to have more time to explore the concepts.

- At the beginning of the workshop, there was some resistance that gender organisations have come to influence participants on Beijing issues. The next workshop was advised to be held in a venue different from the council to ensure fully participation.

## **Outputs**

- Gender Action Plan for Chobe District Council and Action plan for ending GBV, refer to **Annex D**.
- Message and slogans for gender based violence, refer to **Annex E**.

## **Conclusion**

At the end of the workshop, the councillors agreed that they need to continue learning about gender concepts and gender based violence. They also agreed that they need to take an active role in addressing the issues. The councillors appreciated the *At the Coalface* study because it has facts about women's under representation in decision making. If the study was not there we would find it difficult to convince the participants that women in councils are invisible.

Both the local government plan and the gender based plan have been developed. These plans will be sent to the council to review and approve it.

The Vice chairperson of Chobe District Council MR. Benson Rodgers gave a vote of thanks on behalf of the councillors. In his vote of thanks he said the skills and information they learnt from the workshop will be shared with their communities, see the full workshop evaluation, and refer to **Annex F**.

The workshop was official closed by Florah Mpetsane BALA Deputy Women's Commissioner. In her remarks she reminded participants of the Botswana Vision 2016 pillars that what had been discussed through the three days addresses the main goal of Botswana Vision 2016 such as the vision pillar of an Educated and Informed Nation. She encouraged the participants to take ownership of the plans they have developed by implementing and mobilising resources for them. Mpetsane thanked the participants for the commitment they have shown in the workshop and their effective participation.

## **Recommendations**

- Extend the workshop to communities and nearby settlements as women in rural are mostly oppressed by culture practices.
- A training on gender based violence should be conducted for girls in community Junior secondary schools on Gender based violence as this are abused sexually
- Both opposition and the ruling parties' central committees need to be briefed about At the Coal Face study findings and the SDC Gender Protocol video.

## **Way forward**

The workshop report and action plans will be compiled by Gender Links and send back to the council for final editing and adoption for implementation.

## Annexes

### Annex A: Programme

TIME	ACTIVITY	WHO
<b>DAY 1</b>		
8:00-8:30	Registration	Warona Tlanelo- Gender Links intern
8:30-8:45	Official Opening	Honourable Chairperson Chobe District Council, Machana Shamukuni
8:45-09:15	Introductions and objectives <ul style="list-style-type: none"> <li>• To provide background and agree on objectives for the workshop</li> <li>• To develop guidelines of participation</li> <li>• Eyes and ears</li> </ul>	Mrs. Keabonye Ntsabane- Gender Links Coordinator
9:15-10:00	DVD: Roadmap to equality To introduce the Gender sector Protocol and its relevant to Local government	Mrs. Keabonye Ntsabane WARONA
<b>10:30</b>	<b>TEA</b>	
<b>Module one: Key gender concepts</b>		
10:30-11:30	Sex gender, and stereo types	Mrs. Malebogo Kruger- Lobatse Deputy Mayor Ghanzi Council Chairperson Mr. Director Tlharese
11:30-13:00	Group work on Challenging stereo types, Internalising oppression	Mrs. Malebogo Kruger
<b>13:00_14:00</b>	<b>LUNCH</b>	<b>"</b>
<b>Module two: Gender and Governance</b>		
14:00-15:30	Access, participation transformation, leadership: At the coalface: Gender and Development	All facilitators
<b>15:30-15:45</b>	<b>TEA</b>	
15:45-17:00	Report Back Debate	All facilitators
HOMEWORK	Transformation scorecard to ask	Mrs. Matshameko - BALA programme Manager
<b>DAY TWO:</b>		
8:00- 8:30	Recap, eyes and ears	Participants

<b>TIME</b>	<b>ACTIVITY</b>	<b>WHO</b>
8:30 -9:00	What we learned from the scorecard	Mrs. Matshameko-BALA programme Manager
<b>Module Three: Key gender planning concepts</b>		
9:00-10:00	Practical and Strategic needs	Mrs. Ludo Matshameko - BALA programme Manager
<b>10:00-10:30</b>	<b>TEA</b>	
10:30-12:00	Group 1: Gender mainstreaming Group 2: Sex disaggregated data Group 3: Gender responsive budgeting Group 4: Gender equality in service provision Group 5: Target and indicators Group 6: Gender management system	All facilitators
<b>12:00-13:00</b>	<b>LUNCH</b>	
<b>Module four: Draft gender action plan framework</b>		
14:00-17:00	Group 1: Governance Group 2: Gender in existing programmes Economy, procurement, housing, transport, utilities Group 3: Gender in existing programmes Health, HIV and AIDS, environmental health, social development Group 4: Employment practices and environment Group 5: Gender management system	All facilitators
<b>DAY 3</b>		
8:30-9:30	Report back, eyes and ears	Participants
<b>Module five: Localising plans to end gender based violence</b>		
9:30-10:00	Key GBV provision in the SADC Protocol on Gender and Development	Mrs. Keabonye Ntsabane
10:00-10:30	GBV as a key service delivery issue	Mrs. Keabonye Ntsabane
<b>10:30-11:00</b>	<b>TEA</b>	
11:00-13:00	Developing a plan to end GBV	Mrs. Keabonye Ntsabane
<b>13:00-14:00</b>	<b>LUNCH</b>	
14:00-15:00	Communicating local GBV action plans	Mrs. Keabonye Ntsabane
15:00-16:00	Developing messages and slogans for the campaign	All facilitators
<b>16:00-16:15</b>	<b>TEA</b>	
16:15-17:00	Way forward: Best Practices and Summit	Mrs. Keabonye Ntsabane
1700-1705	Closing Remarks	Mrs. Ludo Matshameko



**Annex B: Workshop participants list**

<b>NAME</b>	<b>Sex M/F</b>	<b>ORGANISATION</b>	<b>PHONE</b>	<b>FAX</b>	<b>E MAIL</b>
1. Bobby Setlhare	M	Councillor	71769999		
2. Machana Shamukuni	M	Councillor	71357050		
3. M. Kachana	M	Councillor	72671192		
4. M. H. Diau	F	Councillor	71301338		
5. T. Leipego	F	Economic Planning	71975613	6250368	tleipego@yahoo.co.uk
6. K. Lesego	F	Water and Waste Water	71795102	6250368	Klesegoyahoo.com
7. P. Chabale	M	IT	74562372	6250368	pchabale@gov.bw
8. Gleinanyane T. Tsiane	F	Mmegi	75465720		itsiane@yahoo.com
9. Bampeile Sehuba	M	Department of Broadcasting Services	71601280	6252950	
10. Musa S. B	F	Human Resources	71552828	6250368	saraLbmusa@gmail.com
11. Percy S. Kanokang	M	Transport	71353100/75051519	6251509	psakaslush@gmail.com
12. E. O Mathumo	M	CHDC	71250371	6250368	Eo-mathumo@yahoo.com
13. J. Nsala	M	Kgatlang District Council	71316175		
14. Baboloki Mpebe	M	Chobe District Council	71604608	6250368	
15. T.T Mackson	F	S and CD	6250275	6250366	
16. T. Tuelo	M	74294926	6250386		
17. O Boti	M	Botswana Television	6252950		
18. S. N Mosweu	M	Public Health	6251731	6250368	songamosweu@yahoo.co.uk
19. K. Tirelo	F	Education	6251727	6252387	kefentse@gmail.com
20. N. Kanyenvu	M	Planning	6250895	6250368	nchungak@mail.com
21. Malebogo Kruger	F	Lobatse Town Council	5332446		
22. Warona Tlamelo	F	Gender Links	72543225	3188250	warona2002@yahoo.com
23. Patrick Cyril Manthe	M	BALA	72106565	391281	pcp@botsnet.bw
24. Director D. Tlharese	M	BALA	71743266		tlharese@yahoo.com
25. Florah B. Mpetsane	F	North East District	72601865/2489242		

<b>NAME</b>	<b>Sex M/F</b>	<b>ORGANISATION</b>	<b>PHONE</b>	<b>FAX</b>	<b>E MAIL</b>
		Council			
26. Keabonye Ntsabane	F	Gender Links	71749644	3188251	coordbotswana@genderlinks.org
27. Benson Rodgers	M	Chobe District Council	71402111	6250368	
28. Thabo J. Chaoke	M	Women's Affairs Department	6280218/6252214	6250368	
29. S. Diarwa	M	Electrical	6250677	6250368	simondiarwa@yahoo.com

### **Attendance statistics by gender**

<b>Females</b>	13	40%
<b>Males</b>	19	60%
<b>TOTAL</b>	<b>32</b>	<b>100%</b>

### ***Annex C: Official opening speech***

*Official Opening speech by Council Chairperson Mr. Machana Shamukuni for Workshop on Gender and Local Government Chobe District Council ( Kasane ) July 6 -8 2009. Gender Links and Botswana and Association of Local Authorities Workshop (BALA)*

The director of ceremony let me begin by thanking the organizers, Gender Links and the Botswana Association of Local Authorities (BALA), for having honoured the Chobe District Council by extending the invitation to us to officially open this workshop. I personally feel very pleased to witness the implementation of these local government workshops becoming a reality. I have been informed that these workshops are going to be rolled out in 16 councils.

Director of ceremonies I would like to acknowledge our councilors and senior staff from the Chobe District Council to have availed themselves out of their busy work schedules as some of them is campaigning as we are in the eve of the elections; this alone spells out the commitment they have to gender issues.

I have been informed that this workshop is a follow-up on the Gender and Local Government Strategy Workshop that was held from 9 - 13 February 2009 at The Big Five Lodge in Gaborone in partnership with Gender Links and BALA. This presents a picture of a true partnership. The Gender and Local Government Strategy Workshop was to facilitate the government's commitment to gender equality in the daily business of the councils. The Director of ceremony, allow me to remind the participants of this workshop that the success in the implementation of the strategy lies in their effective participation during the workshop and also their unreserved commitment to the outcomes of the workshop.

In the study "At the Coalface": Gender and Local Government, has informed that the countries in the region would not meet the SADC targets if special measures are not adopted. According to the study, women in Botswana though less represented in local government make a positive difference in their communities in areas such safety and security, education, infrastructure development and health. Botswana therefore needs to do more to ensure that women in local government and decision making and power sharing are improved

The study has revealed that, there are variations between councils in the representation of women. For example in Chobe the representation of women stood at 7 men to 1 woman. Although the overall representation of women in local government increased by 4.4% in the 2004 elections, the proportion of women mayors or chairs have dropped from 10% to none.

The director of ceremonies, the results of the study justifies the need for a workshop like this one with an aim to address these gender gaps. I therefore would like to assure Gender Links, BALA and the participants in this workshop that the Chobe District fully supports the training initiatives by BALA and Gender Links.

I have been informed by the organizers, that the workshop will focus on unpacking gender concepts and engaging in planning and budgeting that is gender sensitive. Indeed this is pivotal ingredient for the council planning processes.

## **Conclusion**

Let me remind you that the participation of both men and women in decision making is very critical especially in a democratic country such as Botswana. Director of ceremonies I have no doubt that by the end of the three days we will come out with implement able work plans. Director of ceremony I would have not concluded my speech if do not remind the participants that, the participation of both men and women in decision making is very critical especially in a democratic country such as Botswana. Director of ceremonies I have no doubt that by the end of the three days we would all be gender sensitive and would have drawn implement able work plans. I declare this workshop officially opened.

**Annex D: Gender action plan for Chobe district council**

<b>GENDER ACTION PLAN FOR CHOBE DISTRICT COUNCIL</b>						
<b>STRATEGIC OBJECTIVE</b>	<b>ACTION</b>	<b>WHO</b>	<b>BASELINE</b>	<b>TARGETS/ INDICATORS</b>	<b>WHEN</b>	<b>BUDGET</b>
<b>I. GOVERNANCE</b>						
<b>Representation</b>						
To increase the representation of women councillors in the next elections to ensure that the SADC target of 50% women in local government is achieved by 2015.	Public commitment to achieving parity between male and female councillors – through mobilisation of women as candidates.	Political parties	1 woman out of 8 men (12.5%)	Increase the representation of women by 25% through nomination	2014	
	Lobby all political parties to adopt and implement the zebra list system and include these provisions in their manifestos.	councillors	One woman in the lower party structure	40% increase in the representation of women in political parties?	2014	
	Engage with Traditional Authorities on women's representation in local politics.	Political parties, NGOs, civil society	There has never been an engagement with traditional authorities in the past	Four meetings annually Increase in the representation of women	2014	
To ensure that women are equally represented in leadership positions in the Council.	Compile and update statistics on women in leadership positions in local government including management and other committees.	Council chairperson, council secretary	There is statistics on women in leadership at the management level and other committees	Sex disaggregated statistics on women in leadership positions in local government.	Ongoing	
	Take measures to ensure equal representation of women in leadership positions in council.	Council secretary, council chairperson	The only woman councillor is a deputy in one of the committees	50% of all leadership positions to be held by women.	2014	
To educate people and raise awareness about the importance of women's equal representation in local councils	Raise awareness in communities on the importance of women being equally represented in local politics and the importance of voting for women.	Community leaders, political parties, NGOs	Awareness through kgotla meetings and workshops	All members of the communities	Ongoing	

<b>GENDER ACTION PLAN FOR CHOBE DISTRICT COUNCIL</b>						
<b>STRATEGIC OBJECTIVE</b>	<b>ACTION</b>	<b>WHO</b>	<b>BASELINE</b>	<b>TARGETS/ INDICATORS</b>	<b>WHEN</b>	<b>BUDGET</b>
	Work with the Ministry of Education to encourage gender balance in their curricula and promote gender equality in schools.	Council secretary, council chairperson	Gender equality is already being taught in schools	Availability of data on behavioural change on issues of gender equality by the young people	2015	
Participation						
To build the political capacity of women to participate more effectively in decision making	Strengthen the multi party women's caucus (see also GMS)	Political parties	There is a multi party women's caucus	Multiparty women's caucus established	Ongoing	
	Engage women's wings in political parties to identify women who have leadership potential and groom them into leadership positions	Political parties	Do any such grooming programmes exist within political parties?	30% of women to be groomed	2015	
	Network with regional and international women's caucuses	BALA, NGOs	Political parties have networked with both regional and international women's caucuses	50% of women's councillors commission	2011	
To empower women councillors and officials to articulate what are regarded as "women's issues."	Conduct a skills audit.	Council secretary, council chairperson, BALA, NGOs	Skills audit never conducted	Data on the specific skills of councillors.	Annually	
	Training needs identified by women councillors eg gender, public speaking and assertiveness.	BALA, council	There has never been training for women councillors on public speaking and assertiveness	What is the target % increase in level of participation? How will this be measured? Target number of courses attended by councillors?		
	Council meeting rules should accommodate the use of vernacular so that councillors can use their first language in meetings and interpretation should be provided.	Council chairperson	Setswana is already in use during council meetings	Continual use of Setswana during council meetings	Ongoing	

<b>GENDER ACTION PLAN FOR CHOBE DISTRICT COUNCIL</b>						
<b>STRATEGIC OBJECTIVE</b>	<b>ACTION</b>	<b>WHO</b>	<b>BASELINE</b>	<b>TARGETS/ INDICATORS</b>	<b>WHEN</b>	<b>BUDGET</b>
	Comprehensive induction programmes for new councillors with follow up refresher courses.	council	There is an induction programme for councillors but it s not gender sensitive	Gender sensitive induction programme every five years Conduct two refresher courses in five years	November 2009	
To empower men on gender issues and mobilise their support.	Gender training workshops for male and female councillors and officials.	Council. NGOs Gender Links	There has been a gender training workshop by Gender Links and BALA (July 2009)	All councillors and council heads of departments	2014	
	Gender dialogues with male Councillors and officials, including community leadership	Council	There has never been gender dialogues specifically with male councillors	One gender dialogue every quarter	2010	
Community mobilisation						
To ensure that women and men participate equally in community matters and that policy making is informed by accurate data.	Collected, disaggregate and analyse data on communities.	council	What data exists on the community currently?	Gender disaggregated data on the community.	2009	
	Encourage men to participate in implementation of community activities that are traditionally considered to be only of concern to women.	Traditional authorities, council	Statistics on community participation in public meetings not available	Gender disaggregated data on public participation	2009	
	Educate, inform and disseminate information in indigenous languages on issues that affect women such as utilities, payment of bills, housing opportunities, employment, contracts and employment opportunities and HIV and AIDS	Council	Malaria Prevention is disseminated in Setswana, Serotsi and Sesubia	All members of the community targeted	Ongoing	
To ensure that women are consulted and participate equally in policy-making	Conduct specialised participation exercises for women, and ensure that	Council, BALA, women's	Consultative meetings with women never been held	What is the target number of specialised participation exercises to take place?		

<b>GENDER ACTION PLAN FOR CHOBE DISTRICT COUNCIL</b>						
<b>STRATEGIC OBJECTIVE</b>	<b>ACTION</b>	<b>WHO</b>	<b>BASELINE</b>	<b>TARGETS/ INDICATORS</b>	<b>WHEN</b>	<b>BUDGET</b>
processes.	their concerns are captured in policy	affairs				
To mobilise men at local level and ensure that they understand gender equality.	Conduct workshops with men's groups, and audit the impact of the training	Council, WAD, NGOs	Workshops with men's groups never held	To hold 2workshops with men's groups	2010	
Communication						
To ensure that council publications do not perpetuate gender stereotypes.	Review of Council publicity from a gender perspective; developing materials that challenge stereotypes.	Council, WAD, NGOs	The Malaria Prevention programme has been reviewed	Gender aware publicity materials.	2015	
<b>II. GENDER SPECIFIC PROGRAMMES</b>						
<b>Early learning</b>						
To provide affordable child care to free women to participate in the labour force,	Greater coordination between the council and the Ministry of Education in provision of quality early childhood development facilities.	S and CD, education department	Ministry of education provides the curriculum and trains teachers S and CD provides grants and guidelines for early childhood development facilities	Separation of kindergarten and preschool Enrolment of children in the six schools in the Chobe enclave where there are spare classrooms	2011/ 2012	
	Review pre-primary and kindergarten fees to make them more affordable; and facilitate better access for disadvantaged children.	S and CD, education department	School fee is P20	Continue with the current fee structure so that parents will not be discouraged to enrol their children The council should pay the teachers because the school fees is not sustainable to run the schools	2011/2012	
	Ensure pre-primary education is policy compliant	Bye Law, S and CD, education	Pre primary education is not currently policy complaint	Policy compliant pre-primary education through the implantation of bye laws	Ongoing	
<b>III. GENDER IN EXISTING PROGRAMMES</b>						
<b>Security and emergency services</b>						
To address issues of safety within communities that affect women	All streets should be named, where applicable, and reference points	Roads department	All streets are named	Continue naming streets as when required	Ongoing	



<b>GENDER ACTION PLAN FOR CHOBE DISTRICT COUNCIL</b>						
<b>STRATEGIC OBJECTIVE</b>	<b>ACTION</b>	<b>WHO</b>	<b>BASELINE</b>	<b>TARGETS/ INDICATORS</b>	<b>WHEN</b>	<b>BUDGET</b>
disproportionately especially in informal settlements.	identified, so that emergency services can locate women who call for assistance.					
	Lobby businesses to assist people in need.	S and CD, councillors	Mascom Cellular Phone network has assisted children in need	All lodges and hotels in the area should be targeted	2010/2011	
To educate women and to raise awareness, especially of women-headed households in informal settlements, who suffer disproportionately as a result of fires that destroy their homes and livelihoods.	Awareness programmes that target women, on the prevention of fires.	Health, fire department, disaster committee	Women have not been trained in the prevention of fires	50% reduction of people who lose their homes due to fires	2012	
	Train community members on how to handle emergencies, including first aid.	Health, fire department, disaster committee	The community has not been trained on how to handle emergencies	The community during kgotla meetings twice a year	2010/2011	
To ensure that building control measures are enforced, in particular are well informed on the process	To provide critical information, particularly for women, on building and construction in order to ensure safety	Arch and buildings, physical planning	Assessment of plans and building inspections to ensure that buildings are of a quality standard	Improvement of housing standards	Ongoing	
<b>The economy and job creation</b>						
To facilitate equal employment opportunities because women are disproportionately affected by high levels of unemployment	Set and monitor specific targets to ensure gender parity in employment opportunities created by local government.	HR	There are 210 women and 334 men employed by the council	To reach 50/50 representation of both men and women in council structures	Ongoing	
	Facilitate employment opportunity workshops for women in communities to enable them to be better placed to access opportunities.	S and CD	What are the unemployment figures? What proportion of women to men is unemployed?  Statistics not yet available	What is the target % increase in women employed?		
	Ensure an increased vote item in the budget specifically related to	S and CD	There is no vote item specifically for women empowerment	Lobby for the vote item that specifically deals with women's empowerment	2010/2011	

<b>GENDER ACTION PLAN FOR CHOBE DISTRICT COUNCIL</b>						
<b>STRATEGIC OBJECTIVE</b>	<b>ACTION</b>	<b>WHO</b>	<b>BASELINE</b>	<b>TARGETS/ INDICATORS</b>	<b>WHEN</b>	<b>BUDGET</b>
	women's empowerment; review empowerment projects based on a gender analysis					
	Inform women about economic opportunities in liaison with WAD and other stakeholders	WAD, S and CD	WAD has economic empowerment programmes for women and S and CD have economic empowerment programmes under home economics of which women are the beneficiaries	Increase in the number of women beneficiaries in the empowerment programmes	2009/2010	
To obtain sex disaggregated data on unemployment levels in communities	Conduct surveys, collect data and analyse it.	CSO	The Central statistics Office provides labour statistics	Availability of gender disaggregated data.	Ongoing	
To promote equal representation of women in the tourism industry and commercial agriculture	Facilitate development and entry of women into the tourism industry and commercial agriculture	Department of tourism in the department and ministry of agriculture	What is the representation of women in the tourism industry?	What is the target % of men and women participating in the tourism industry?		
Procurement						
To ensure that women benefit equally from the procurement process.	Facilitate increased involvement of women contractors by raising their awareness and providing them support and training on tender procedures.	WAD	There is no information for women on the training of women on tender procedures	What is the target %/ number increase in the number tenders submitted by women and contracts allocated to women?		
	Implement and monitor quotas for women for the awarding of council contracts	Not council mandate	What are the current statistics? Is there a point system, ie. How many points are awarded for gender, should this be increased?	What will the quota be? How will it be monitored?		

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			To inquire information			
	Tender board regulations should be changed to ensure that 50% of those sitting on the tender board that awards contracts.		How many women sit on the tender board at the moment?  To inquire information	50% women on the tender board.		
	Encourage and affirm larger businesses that sub-contract women-owned enterprises.		Larger businesses are not encouraged to subcontract women owned enterprises	Encourage larger businesses to sub contract women owned enterprises and ensure a 20% target in the council tenders	2011/2012	
Poverty eradication						
To develop a gender sensitive strategy to address the high levels of poverty that affect mainly women.	Lobby for the mainstreaming of gender in the national poverty reduction strategy.	Not council's mandate	Poverty statistics exist through the House hold Income and Expenditure survey. There is a national poverty eradication strategy in place to address the poverty situation in the country	Poverty Eradication strategy that is gender sensitive		
	Ensure oversight of Sustainable Livelihood assessment by CSO to identify needs and appropriate interventions to enhance the livelihoods of poor and very poor households.	CSO	Has any kind of assessment been done in the past?  To inquire information	Assessment results		
	Facilitate improved access to social grants, including food security nutrition	S and CD	Women are aware of social grants and constitute the highest number of beneficiaries. (Provide sex disaggregated statistics for beneficiaries of social	Increase the women beneficiaries by 20%	2011/2012	

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	Facilitate the implementation of income-generating activities, improve resources allocated and implement monitoring.	WAD	grants) Women have been assisted to run tuck shops (What is the success of these?)  To inquire information	Monitoring of businesses to ensure sustainability	Ongoing	
	Liaise with and support CBOs and NGOs already working with poor households.	S and CD	NGOs are providing grants and capacity building in the community	Sustainable partnership between council and NGOs and CBOs	Ongoing	
<b>Business support</b>						
To enhance women's participation in the business sector, particularly in big business where they are poorly represented	Link women's small businesses with opportunities in the value chains of growth sectors.	WAD	What is the proportion of women to men in the business sector?  To inquire information	What is the target % growth?		
	Community liaison official to disseminate information and advice about sourcing economic opportunities.	CEDA, LEA, WAD, S and CD	CEDA, LEA and WAD disseminate information to women entrepreneurs especially during national women's expositions	Increased business initiatives by women	Ongoing	
	Encourage public and private business partnerships with all stakeholders	WAD, S and CD	Are there any such partnerships? Has anything been done in this regard? To inquire information	What is the target number of partnerships to be formed?		
To empower women entrepreneurs through business skills and support	Accelerate/catalyse skills development, access to information and finance, and business support for poor women.	WAD	Is there any existing skill development and business support for women?  To inquire information	What is the target number of women to be empowered by training and support?		
	Facilitate increased involvement of women-headed companies by raising their awareness on available opportunities	WAD	Does any support exist for women-headed companies currently?  To inquire information	What is the target number of women-headed companies to be formed? How will support be measured?		

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	e.g. floating tenders, export opportunities.					
	Facilitating mentoring of smaller enterprises and benchmarking with bigger enterprises	WAD	Has any such mentoring been undertaken before? To inquire information	What is the target? How many small enterprises mentored?		
Informal sector						
To promote equal access to markets.	Link women to investment opportunities	S and CD, WAD, LEA	What are the statistics of women in the informal sector? To inquire information	What is the target number of new formal businesses to be formed?		
	Integrating women with partnerships, joint ventures etc.	WAD, LEA	How have women been integrated in partnerships and mergers? To inquire information	What is the target% increase of women in partnerships?		
<b>INFRASTRUCTURE</b>						
<b>Housing and Land Rights</b>						
To promote the equal rights of women to land tenure	Collect gender disaggregated data on housing.	SHAA dept, department of housing in the ministry	Does any such data currently exist? To inquire information	Gender disaggregated data on housing.		
	Lobby Ministry of Lands to ensure that gender is mainstreamed in land policy and procedures as implemented by Land Boards Training of Land Board on gender issues (through Ministry of Lands)	WAD, social and community development WAD, BALA	There are no policies in place to ensure women's access to land  Land boards have not been trained on gender issues	50% of women owning land  Land boards to be trained on gender issues	2015  2010	
	Ensure gender balance on housing committees; and lobby for a quota for women	Housing committee, SHHA and planning committee	The housing committee has a 12.5% representation of women	50% of the housing committee should be women.	2015	
	Increase the range of	SHHA, Land	Previously there was no	50% land ownership by	2015	

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	housing and land options available to poor households; including subsidies for poor women	board	land tenure for women and this still exists in some areas under chiefs	women		
To ensure that women's needs are taken into account because they are mostly affected by inadequate housing.	Identify unsatisfactory living environments and formulate recommendations for their improvement.	S and CD, SHHA, environmental health	The environmental health department has done assessment on housing in the Pandamatenga farms	Conduct assessments in the living conditions of people in other areas  50% of women should have satisfactory living environments	2011/2012  2015	
	A policy on low-impact economic activities to be undertaken from dwelling units.	Ministry mandate	What are the current regulations in this regard? C	How will this be measured?		
To ensure women and men's equal access to housing subsidies.	Educate women on housing policies and subsidies.	SHHA	Information on the housing of women exists	How will this be measured?		
	Disaggregate and capture existing data; a mechanisms for continuous data capture	SHHA	What are the stats on housing subsidies, which accesses them?	Gender disaggregated data and statistics	201/2012	
	Audit housing plans.	council	Currently the audit on housing plans is conducted	Audit in all the housing plans	Ongoing	
To review housing policies so that they are gender sensitive	Review current policies and change them to make them gender sensitive.	Ministry of lands and housing	Has any policy review taken place?  To inquire information	How will this be monitored?		
Transport						
To ensure that women's transport needs are established and met and to ensure that public transport is made safer for women and children.	Collect gender disaggregated data to establish who uses public transport, whose needs are being met and whose are not.	Department of Roads and Transport-not council mandate	Lack of statistics and data for public transport users – are there any statistics in this regard?  To inquire information	Statistical data		
	Taxi and bus stations and	DRTS	What studies have been	How will this be measured?		

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	stopping points to be regulated in order to make travelling safe for all people, especially women and children.		done in this regard? Has any regulation been done?  To inquire information	Police statistics? What is the target %decrease in violence?		
	There should be effective policing to ensure that taxis comply with safety standards and laws, including that they be registered and that they go for regular roadworthy tests.	DRTS	What kind of policing is there currently? How are taxi's currently registered? How often do they go for roadworthy tests?  To inquire information	What is the target % decrease in violence/ accidents/ deaths? How often should taxis be roadworthy?		
	Taxis should be made safer, including eliminating transport pirating	DRTS, police	What kind of safety features do taxis currently have?  To inquire information	What is the target?		
	Pedestrian safety, especially in informal settlements.	Roads department	Statistics on road safety does not exist To inquire information	How will this be measured? Police statistics? What is the target % decrease in pedestrian fatalities?		
To empower women to participate in the male-dominated transport sector.	Gather gender disaggregated data on who owns and drives taxis, buses and haulage transport	DRTS	What data currently exists?  To inquire information	What is the target?		
	Train women to drive and own taxi's, buses and haulage and get women on taxi and bus associations.	DRTS	Are there any female taxi owners or drivers?  To inquire information	What is the target % increase in women taxi owners and drivers		
Water, sanitation and electricity						
To ensure that women, who are disproportionately affected by inadequate service delivery, are	Undertake community assessment on use of services and disaggregate data by sex	Council departments	Assessment on use of services not done	Sex disaggregated data on the use of services	2011/2012	

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provided with affordable access to basic services	Provide affordable services to poor households.	Council departments	Water, health services are provided free to registered destitute persons	100% delivery of services to households	2015	
	Council to provide subsidies for those who cannot afford	S and CD	Poor people are registered so that they may be exempted from paying	Register destitute persons 100% exemption of all destitute persons from paying for services	Ongoing	
	Create jobs through awarding tenders, community projects, and cash for work and training for women in this sector.	council	Statistics on women employed in water and sanitation not sex disaggregated	Sex disaggregated data on employment in this sector	2011/2012	
	Ensure that women are consulted prior to the provision of services.	Council departments	Consultations with the community prior to the provision of services is being done but not specifically for women	Consultation of women in the provision of services	Immediately	
	Align services to the needs of women.	council	Service delivery is gender blind	100% alignment of services to the needs of women	2015	
	Involve women in the management and maintenance of these services and facilities.	council	Women are involved in the maintenance of the facilities (numbers and comparisons)?  To inquire information	What is the target number of women to be involved?		
Environmental health						
To involve women, as key stewards of the environment, in environmental preservation projects or making business ventures from the environment.	Create an environment committee in which women and men are equally represented, including waste management and recycling projects	Dept of environmental health	There are health committees in the wards	Equal participation of men and women in the health committees	Immediately	
	Increase the frequency of refuse collection.	Environmental health	Refuse is collected by weekly	Bi weekly	Ongoing	



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		department				
	Provide and maintain public toilets in strategic areas	Enviromental. Health dept	Public toilets are currently under construction (How many for men, how many for women?)  To inquire information	How many public toilets should there be in the council? How often should they be maintained?		
	Review the waste management policy from a gender perspective.	Ministry of Environment	Is there any such policy at the moment?  To inquire information	What is the target?		
HIV and AIDS						
Prevention						
To establish the gendered dimensions of HIV/AIDS and raise awareness on the disease in the council.	Gender disaggregated data on HIV/AIDS for the council; integrate gender considerations local HIV/AIDS programmes.	Health department	What are the current statistics?  To inquire information	Gender disaggregated data		
	Develop gender aware HIV and AIDS public education and awareness campaign.	Health department	There is a gender HIV/AIDS public education and awareness campaign	What is the target? How many people reached over what period? How will it be coordinated?		
	Advocate for and promote the female condom and so that women have free access to them.	Health department	The female condom is available for free at public clinics	100% distribution of condoms and promotion of use	Ongoing	
	Gender sensitive sex education in schools.	Health and education department	Abstinence and condom use for those who are already sexually active. The education is not gender sensitive	Conduct a gender sensitive sex education	Immediately	
To raise awareness on the increased risk of contracting HIV/AIDS as a result of sexual assault, and the need for women to	Public awareness campaigns on the links between GBV and HIV/AIDS; the red and white ribbon campaign,	Health department, S and CD	The council has not participated awareness campaigns in the past that link GBV and HIV/AIDS	The council should participate in the 16 days campaign		

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have access to Post Exposure Prophylaxis (PEP)	coupled with ongoing awareness campaigns.		Is PEP readily available at all the health facilities? A how many facilities is it available?	What is the target % increase in the number of women accessing PEP		
To educate women and men on voluntary counselling and testing which is a powerful tool for preventing the spread of HIV/AIDS.	Obtain gender disaggregated statistics on VCT. Use this to devise campaigns to encourage women and men to go for VCT.	Council departments	What are the statistics? What is the % of men and women who go for VCT?  To inquire information	What is the target % increase in number of women and men going for VCT?		
Treatment						
To facilitate improved access to free treatment nationally	Gender disaggregated statistics on access to treatment and care; policy measures to rectify this.		How many women compared to men access free treatment?  To inquire information	Gender disaggregated data		
	Facilitate access to ARV's for women and men and keep gender disaggregated statistics on uptake.		What does the council do to facilitate access to ARV's? What stats exist in this regard?  To inquire information	What is the target? How many people receive treatment? Over what period?		
Social development						
To make community and sporting facilities more accessible to women and ensure that they benefit equally from such facilities.	Collect gender disaggregated data on the use of council community and sporting facilities.	S and CD	There is no data on use of council sporting facilities since there is none	Sporting facilities to be put in place Gender disaggregated data on the use of community and sporting facilities.	2015	
	Ensure that every library has a section on women's literature.	Library dept	There is no section on women literature in the library	Establish a section on women's literature in the library	2010	
	Set up mobile libraries to make reading more accessible to women especially in rural areas.	Library dept	There are no mobile libraries but there are reading rooms in some villages	There should be mobile libraries in places without reading rooms such as Pandamatenga	2015	

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	Design programmes to ensure that women and men benefit equally from local authority facilities, for example promoting women in traditionally male sports, for example. Soccer and boxing.	Ministry of sports and culture	What programmes currently exist?  To inquire information	What is the target?		
	Organise events and displays that celebrate women's achievements and challenge stereotypes. Encourage programmes that challenge stereotypes all spheres, including the home. Educate parents on how their children should be socialised.	S and CD	There are no programmes that celebrate women's achievements and challenge stereotypes	What is the target? How will this be measured?		
To challenge the practice that child care is the sole responsibility of women and to educate men on parenting responsibilities.	Conduct awareness programmes on parenting responsibilities for men and women.	S and CD, health department	There are no programmes on parenting skills	Establish responsible parenting programmes	2015	
<b>IV. EMPLOYMENT PRACTICES AND ENVIRONMENT</b>						
To increase the representation of women employed in the council.	Adopt the SADC target of 50% women in all areas of leadership and employment by 2015. Explicitly prioritise gender equity in performance plans.	Chief executive, HR	No steps have been taken to prioritise gender equity in the employment practices of the council	50% women in all areas of employment by 2015	2015	
	Address gender imbalances in departments – increase number of women employed overall as well	CEO, HR, DLGSM	Employees Women=210 Men =344  Management	The council should increase employment of women by 12%  The constitution of management positions is	2015  Ongoing	

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	as increase the number of women in senior and management positions and address the departments where the greatest imbalances exist.		Men =8 Women =9	good and it should therefore be ensured that 50/50 parity is maintained		
	Include women's targets as a non negotiable component of senior manager's contract.	CEO	The CEO is responsible for ensuring that targets are met but this is not in the contract	Contract that has a gender component		
	Align the work place skills Plan to the Affirmative Action plan.	Ministry of Local Government	Has any work been done in this area?	How will this be measured?		
	Obtain buy-in and support of him unions for increased gender equity in the employment profile of the council.	Council secretary	Unions have not been approached regarding increased gender equity in the employment profile of the council	Increased gender equity in 5the employment profile of the council Union support for gender equity in employment	2015	
To ensure that the recruitment and selection process offers equal opportunity to women.	All job advertisements should encourage women to apply.	Council Secretary, HR	Job advertisements are gender neutral	Job advertisements that encourage women to apply	2015	
	Selection panels should be gender balanced.	CS, HR	Selection panels comprise of 3 men and 1 woman	Gender balance on selection panels.	2015	
	Gender sensitive selection policies should apply at all time: Interviews questions and practices should not discriminate against women in any way. Experience and qualifications should both be taken into account in evaluating suitability for posts.	CS, HR	Interview questions not discriminatory Experience and qualification account for selection	Gender sensitive recruitment practices	2015	
	Develop comprehensive employment equity plans.	HR	Staff lists are used as equity plan	HR/ EE Policy	2015	

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	Apply job preservation policy to meet women's targets.	DPSM	Data not available	HR/EE policy		
	Incorporate gender into structure system policies and processes.	Gender Coordinator at HR	Gender has not been incorporated into any system policy or process?	Gender sensitive structure systems and policies	2015	
To ensure that staff development programmes are gender sensitive	Succession and staff development plans should have a specific focus on upgrading the skills of women and their promotion to senior decision-making positions.	CS, HR	There are no succession plans in council	Should develop succession and development plans	2015	
	Undertake a skills/qualification audit and assessment of all municipal employees.	HR	Skills and qualification audit is done annually	Results of the skills audit report	Ongoing	
	Devise and implement a range of capacity-building options for employees and cllrs.	CS, HR	Workshops and seminars for councillors and employees	Workshops and seminars conducted Quality service delivery	2012	
	Mentoring new and employees.	CS, HR	Councillors have not been mentored	Establish a mentoring programme for new councillors	2015	
	Identify skills needs among communities and skills gaps in key economic sectors.	S and CD	Workshop has been carried out	Sustainable income generating projects Self reliant community	2015	
	Develop targeted skills development programmes.	S and CD, civil society	Skills development programmes conducted CBRN policy ion place	What is the indicator? How will this be measured?	2015	
	Facilitate women's entry to skills development programmes.	Women's affairs, NGOs, S and CD	Workshops carried out to sensitise women	What is the target % increase in number of women accessing programmes?		
	Work conditions and environment					

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To facilitate women's equal participation in the workplace.	Review maternity leave provisions to ensure that women are able to take three months full maternity leave through the contributions of both local government and Social Security.	Ministry of Labour and home affairs, DPSM	Maternity leave is 84 calendar days	Three months full maternity leave through the contributions of both local government and Social Security.	Ongoing	
	Provide and standardise paternity leave and accompany this with a programme on responsible fatherhood. Possibly consider shared maternity and paternity leave	MLG, DPSM	There is no paternity leave and programmes on responsible fatherhood.	Paternity leave to be advocated for, considering shared paternity and maternity leave		
	Meetings times should take the needs of all employees into consideration and not run too late.	CS, HODs, Hr, Stakeholders	Meetings scheduled within working hours	Meetings held between 730 am and 430 pm	Ongoing	
	Provide child care facilities for municipal employees.	S and CD, CS	There are no child care facilities for council employees	To create 1 day care centre for council employees	2015	
	Provide flexible work arrangements for parents.	CS, HR	Lactating mothers are given 1 hour per day for 12 months to attend to their babies	Continue with the provision of flexible work arrangements of parents	Ongoing	
	Act upon employees who are not making maintenance payments.	HR	Employees are acted upon for maintenance through the government maintenance program	Facilitating monthly maintenance deductions from employees salaries	Ongoing	
	Conduct awareness programmes on parenting responsibilities.	HR, councillors, S and CD	Parenting responsibilities awareness programmes not in place	Design and implement parenting awareness programmes	2015	
	Support and expand crèches.	S and CD, civil society	There are crèche facilities in the district (How are	Establish 2 more crèches	2015	

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To address issues of sexual harassment in the council.	Develop and implement a sexual harassment policy (SHP).	CS, HR	Sexual harassment policy not in place	Develop and implement a sexual harassment policy	2015	
	Workplace education and awareness on the SHP	HR, council attorney, Cs, S and CD	Awareness on sexual harassment policy not done	Workplace education and awareness on SHP once in place	2015	
	Code of conduct to ban the use of sexist jokes and language.	HR, CS	There is no code on the ban of the use of sexist language	Establish and implement the code on the ban of the use of sexist language	2015	
<b>V. GENDER MANAGEMENT SYSTEM</b>						
<b>Planning</b>						
To consult women when drawing up plans for the council	Adapt the vision and mission statement of the council to ensure that it is gender aware.	Management	The current mission and vision of the council is silent on gender	To make the mission and vision of the council gender sensitive		
	Conduct surveys prior to planning to determine the needs of both women and men.	Task force	Surveys not carried out prior planning to determine the needs of both men and women	Gender aware survey results.	Immediately	
	Consult with both women and men when drawing up plans.	Council departments, councillors	Women and men have been consulted for drawing up of plans	VDCs and Tribal authorities to conduct 2 more consultations		
	All units and departments should include gender indicators in their business plans.	Heads of departments	Gender Indicators used in the department's plans	Increase number of gender indicators?		
	Councils should administer customer satisfaction surveys that are disaggregated and analysed according to gender.	Council departments	Customer satisfaction surveys have never been administered	Administer customer satisfaction surveys	Annually	
<b>Gender structures</b>						
To establish structures that constitute the gender machinery and to obtain	Council should have a gender coordinator in the office of the CEO.		Has any work been done in the establishment of structures;	GMS established, vested with authority, strategy, plan and resources.		

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the commitment of all managers			To inquire information			
	Recruit/appoint/hire gender focal points.		Has a gender specialist been recruited?  To inquire information	Specialist staff appointed.		
	The gender coordinator should be assisted by gender focal points in all departments, together comprising the gender management committee.		As any work been done in the establishment of structures; To inquire information	GMS established, vested with authority, strategy, plan and resources.		
	Senior managers must take ultimate responsibility for gender mainstreaming within the administration.		Who is currently responsible for gender in the council?	GMS established, vested with authority, strategy, plan and resources.		
	Gender to be written into the job description and performance agreements of senior managers and GFP.		Has gender been written into the performance agreements of senior managers and GFP?	Accountability on gender through PAs.		
	Gender should be a standing item on the agenda of management committee meetings.		Is there such an item on the management committee meetings agenda? To inquire information	What is the target?		
	Establish a gender committee comprising councillors and other stakeholders to ensure political oversight for gender mainstreaming in the work of local government.		Is there a committee in Council responsible for gender?	Gender equality committee.		
	Form a multi party women's caucus.		Is there currently a structure to bring	Women's caucus established.		



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			together women councillors around common concerns?			
	Prepare Terms of Reference for gender machinery, and clarify reporting procedures.		Have gender focal points been established in all departments? Have TOR been drafted? To inquire information	GFP formed; TOR for GFP		
	Publicise the establishment of the gender machinery.		Is the GMS known, has it been publicised? To inquire information	What is the indicator? How will this be measured?		
	Gender machinery to prepare their own strategic plans.		Does the GMS have a strategic plan	Strategy and action plan adopted.		
	Establish linkages with gender machinery in other municipalities.		Have any linkages been established?	GMS Networked		
<b>Budget, monitoring and evaluation</b>						
To make use of gender disaggregated data for monitoring, evaluation and resource allocation based on gender priorities.	Obtain sex-disaggregated data.		Does sex disaggregated data exist? Is it applied?  To inquire information	All statistics disaggregated by gender.		
	Gender indicators to be formulated for each department/ programme and HR management.		Are there gender KPIs in the City score card?  To inquire information	Gender KPIs integrated into city score card.		
	Ensure that women and men participate equally in public consultations on planning and budgets.		What sort of consultation takes place at the moment? Are both women and men involved? To inquire information	What is the target, how will this be measured?		
	Conduct a gender analysis of the municipal and departmental budgets to ensure that expenditure responds		Are there direct or indirect budget allocations for advancing gender equality?	What is the indicator? How will this be measured?		

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	equally to the needs of women and men.					
	Recommend resource allocation (specific budget line) for initiatives that will promote gender equality, including fighting gender violence and HIV and AIDS).		Has the action plan been costed?	Costing of this action plan.		
	Ensure that departments allocate resources to gender priorities.		Do departments allocate resources to gender priorities?	What is the indicator? How will this be measured?		
Capacity building						
To ensure that training is done to educate all employees and community groups on gender.	Facilitate skills training for members of gender machinery.		What training has already been done?	How many workshops to take place? How many trainees?		
	Liaise with service providers to provide training programmes.		What training has already been done?	What is the indicator? How will this be measured?		
	Facilitate training programmes among councillors, officials and community groups.		What training has already been done?	Target number of cllrs, officials and community groups trained?		
	Ongoing mentorship and support through linkages with civil society.		Do any such programmes exist?	Target number of cllrs and officials involved in such programme?		
	Assess impact of training.		What training has already been done?	What is the indicator? How will this be measured?		
	Gender sensitivity training for both male and female councillors		What training has already been done?	Target number of cllrs, officials and community groups trained?		
	Gender analysis training for councillors and staff with specific gender mainstreaming responsibilities.		What training has already been done?	Target number of cllrs, officials and community groups trained?		
To raise awareness on	Compile a calendar of		What kind of special	What is the indicator? How		

<b>GENDER ACTION PLAN FOR CHOBE DISTRICT COUNCIL</b>						
<b>STRATEGIC OBJECTIVE</b>	<b>ACTION</b>	<b>WHO</b>	<b>BASELINE</b>	<b>TARGETS/ INDICATORS</b>	<b>WHEN</b>	<b>BUDGET</b>
gender issues	special gender events and campaigns. Engage in campaigns to raise the profile of gender e.g. Women's Day; Sixteen Days campaign.		gender events and campaigns has the council participated in? What kind of awareness raising has been done?	will this be measured?		
	Prepare pamphlets, advertising, posters, logo etc.		Has any work been done in this area?	What is the indicator? How will this be measured?		
	Run competitions, sporting activities that challenge stereotypes.		Have any such activities been done in the past?	What is the indicator? How will this be measured?		

***Gender based violence action plan for Chobe district council***

<b>FLAGSHIP PROJECT - ENDING GENDER BASED VIOLENCE</b>						
<b>STRATEGIC OBJECTIVE</b>	<b>ACTION</b>	<b>WHO</b>	<b>BASELINE</b>	<b>TARGETS/ INDICATORS</b>	<b>WHEN</b>	<b>BUDGET</b>
Prevention						
Women's safety To make communities safer by planning and improving safety in public places	Conduct gender safety audits and reflect specific targets for reducing GBV.	Council management and research unit at WAD	There are no statistics on GBV in the council ,we access them from WA D or Police	To establish o gender safety audit (HQ and Sub) Select 3 public safety area	2011/12	
	Conduct a gender safety audit and convene an annual Women's Safety Assessment Focus Group.	Council management Ministry O f Labour and Home Affairs BALA Gender Links UB Research Department	There has been no gender safety audit done in the past	Organise a meeting to lobby for a gender safety audit in Chobe	2010/	
	Work with communities to ensure that all public spaces such as parks, cemeteries, and all neighbourhoods are safe with adequate street lighting.	Council Chairperson council Secretary (Council Planners, Electrical and BPC)	Some of the streets have lights, Currently we are not aware of any statistics	27% improvements in street lighting This will be measured by 90 % of streets lights connected	2011/2012	
	Develop and implement a lighting master plan for the council, plan-maintenance must be in place-monitoring mechanisms and turn around time	Council Chairperson council Secretary (Council Planners, Electrical and BPC)	Yes there is a lighting master plan	To implement the current master plan with clear targets and indicators	2011/2012	
	Name all streets clearly so that police and other emergency services can reach residents with ease in the event of emergencies. In	Council Chairperson/Council Secretary, Planners and Roads department	27% of streets are named	By 2010t the entire district should have named the streets	2010	

<b>FLAGSHIP PROJECT - ENDING GENDER BASED VIOLENCE</b>						
<b>STRATEGIC OBJECTIVE</b>	<b>ACTION</b>	<b>WHO</b>	<b>BASELINE</b>	<b>TARGETS/ INDICATORS</b>	<b>WHEN</b>	<b>BUDGET</b>
	informal settlements each municipality to develop land marks					
	Conduct safety awareness programmes and establish a watchdog community including all community based structures e.g. community policing forums, etc.	-Councillors -Police -Dikgosi -Council Management WAD	Yes there are community policy and safety forums,( Twantsho Borukhuthi) but they do not focus on GBV	Each area to have a safety forum focusing on Gender Based violence	2010	
	Involve street hawkers in crime watchdog projects.	-Councillors -Police -Dikgosi	Street Vendors are not involved in safety projects	Establish street hawkers watch dog? It could be proposed to council but not in the plan	2009/10	
<b>Public awareness campaigns</b>						
To educate communities to challenge and eradicate gender based violence.	In partnership with NGOs and CBOs stretch Sixteen Days of Activism campaign to a year long campaign	Councillors, SandCD Women's Affairs BOMWA GEMSA Emang Basadi Women's Shelter	No data so far in the council	If GBV decrease by 90% within Chobe communities	2010	
	Conduct awareness campaigns; take a high level political stance against GBV. Plan for and participate in the Sixteen Day Campaign and plan for 365 days	Councillors, SandCD Women's Affairs Community leaders	The council has participated actively on gender sensitisation workshops in 2008 The council participated in the 16 Days of Gender Based Violence Commemoration	Will involve politicians and this will be three sensitisation workshops which will result in a political will by politicians	2010/11	
	Mount high profile campaigns to reclaim areas that have become unsafe for e.g. Take Back the Night	Councillors, SandCD, Crime Prevention Committee Police	The council have not mounted any campaigns to reclaim unsafe areas	Undertake at least one night campaign to sustain the momentum in Chobe	2009	

<b>FLAGSHIP PROJECT - ENDING GENDER BASED VIOLENCE</b>						
<b>STRATEGIC OBJECTIVE</b>	<b>ACTION</b>	<b>WHO</b>	<b>BASELINE</b>	<b>TARGETS/ INDICATORS</b>	<b>WHEN</b>	<b>BUDGET</b>
	campaign to sustain the momentum.					
	Promote involvement of men and boys in ending gender violence.	Community leader s WAD Community Leaders	Men and boys have not have not been targeted in campaigns to end GBV but activities were general to every body	Develop a plan and hold a 1 day sensitisation meeting for men and boys to mainstream gender based violence through he already existing HIV/AIDS men sector committee Indicators will be a quarterly report produced	2012	
	Monitor and evaluate impact of all public awareness campaigns	Council secretary, SandCD WAD	Yes WAD had monitored awareness campaigns?	Conduct a survey to measure impact of all public awareness which can monitor the impact Disaggregated gender statistics available	2011	
	Join the 'Making IT work for Gender Justice' initiatives such as cyber dialogues.	Council Secretary and Chairperson, IT Office Ministry of ICT	We have no participated in making IT work for Gender Justice initiatives such as Cyber Dialogues.	Initiate one cyber activity for councillors y once a year	20/10/2011 once every year	
<b>Best practices</b>						
To showcase best practices to end GBV	Collect and present best practices being done by councils to end GBV	Not for Chobe Council Chairperson and Council Secretary	There are No best practices have been documented	One best practice to be collected annually	2010	
<b>Response</b>						
To implement actions that are effective in responding to GBV in your council	Ensure effective and efficient community policing forums (CPF).	CPFs, Police, By law enforcement dept	There are CPFs in the towns and in villages there are crime prevention committees – in the towns they are more effective than in the villages	All members of CPFs should be trained quarterly	2010/2011	
	Strengthen and support	SandCD, CBO	There is no shelter in	Strive to budget for one in	2011/12	

<b>FLAGSHIP PROJECT - ENDING GENDER BASED VIOLENCE</b>						
<b>STRATEGIC OBJECTIVE</b>	<b>ACTION</b>	<b>WHO</b>	<b>BASELINE</b>	<b>TARGETS/ INDICATORS</b>	<b>WHEN</b>	<b>BUDGET</b>
	shelters and places of safety for survivors of gender based violence in liaison with NGOs		place of safety for survivors of gender based Violence	the district		
	Develop and maintain an updated database of services and facilities available to survivors and victims of gender based violence. Capacitate survivors of gender violence with life skills and provide ongoing support in collaboration with various community structures.	SandCD	Data available but no updated database of services and facilities available to survivors and victims of gender Based Violence	To have a focal point to develop and maintain an updated Database Hold a one day workshop to educate survivors of violence with life skills and provide support	Immediately - 2010	
	Encourage role modelling of survivors and victims	Women's shelter Project , Emang Basadi, WAD SandCD	There is no role modelling being done at present	To establish 1 focal point for role modelling of survivors and victims	2010	
	Establish gender units and family counselling services at people centres with appropriate resources		None. No land at present. To be lobbied with council administration.	To establish a focal point. Meet once in every three months	Ongoing - 2011	
	Ensure that clinics and health facilities operated by local government strengthen the capacity of communities to understand the link between gender based violence and HIV and	Clinics	The clinics do not inform communities on the link between HIV/AIDS and GBV	To select at least 5 clinics and encourage them to educate the communities on the link between HIV/AIDS and GBV	Ongoing	

<b>FLAGSHIP PROJECT - ENDING GENDER BASED VIOLENCE</b>						
<b>STRATEGIC OBJECTIVE</b>	<b>ACTION</b>	<b>WHO</b>	<b>BASELINE</b>	<b>TARGETS/ INDICATORS</b>	<b>WHEN</b>	<b>BUDGET</b>
	AIDS.					
	Facilitate the enhanced and co-ordinated provision of post-traumatic services and facilities by all stakeholders	SandCD	There are no counselling facilities within the council, social workers and lay counsellors perform this function	To establish Two traumatic services and facilities.	2011/2012	
	Alleviate the burden of home based care that is shouldered by women in the majority of cases.	SandCD, Police, Clinics	There are no statistics on HBC for survivors of GBV	Links are made with Police and clinics to collect data on where survivors of GBV are going for care and support, who is caring for survivors of GBV	Immediately	
	Work with the police and communities in ensuring that cases of gender violence are reported and addressed.	Council	0%	90%/ 5 years	2015	
	Liaise closely with the police; ensure a private room/ victim empowerment unit at police stations; improve the services provided by the Police.		No private rooms at police	Council to restructure data of violence by male/female	2011/2012	
Support						
To implement a plan and actions that supports survivors of GBV	Carry out an audit of safe houses.	SandCD	No audit has been done	Audit results At least 50% of safe houses being audited	2011	
	Commit council resources to strength and ensure sustainability of existing places of safety and	SandCD	Has the council committed any resources to supporting survivors of GBV	To have a GBV separate vote	2011	



	establish some in places they do not exist.		Yes but no statistics			
	Establish day care centres for the elderly to ensure their safety.	CS and COUNCILLORS	Elderly centres are not in existence .	At least two centres to be established	2011/12	
	Ensure that women are economically empowered to reduce their vulnerability to gender violence.	SandCD	YES, Something has been done, a sawing project to economically empower women	Intensify the programmes already in place: dress making, poultry projects  Train them on other skills e.g. mechanics  Provide conducive environment for kiosks	2009/10	
Coordination						
To ensure that efforts to address GBV are conducted in a coordinated manner	Establish multi-sector coordinating structures to tackle gender violence.	DDC(DC's office)	No committee has been established	A Multi Sectoral Committee established	2009	
	Strengthen relations with local police stations and ensure that cases of GBV are efficiently and effectively addressed.	DC, SandCD	There is no such relationship with stakeholders	When there is forum to tackle GBV and the police address gender based violence issues effectively	2009	
Budget allocation						
To ensure that Councils commit budget and resources to addressing GBV	Allocate budget and resources to addressing GBV		There is no budget allocation to address GBV	There should be a Budget allocation of x amount  This action plan budgeted for A specific vote for GBV	2011	
Monitoring and evaluation						
To ensure that efforts to address GBV are monitored and evaluated	Develop a set of targets and indicators to measure progress and ensure that these are mainstreamed into development plans.		No targets have been developed and integrated into plans	When there is Mand E of GBV eventually. Mainstreaming into development plan can take place	2011	

**Annex E: Messages and slogans for gender based violence (Chobe district council)**

<b>Arena for action</b>	<b>What needs to be communicated to or by these groups</b>	<b>Slogan</b>	<b>What communication tool should be used</b>
<b>Individual</b>			
Abused woman or man	Counselling, creating a conducive environment	Open up	Campaigns
Abused child	Love and care	You are not alone	Posters, television, guidance class sessions
Abusive men	Counselling	Real men do not abuse	Focus group discussions
<b>Family/ Household</b>			
Mother, father, guardian	Responsible parenting	<ul style="list-style-type: none"> <li>• Mo gakolole o seka wa mmolaya</li> <li>• Ke motsadi wa tlhwatlhwa</li> </ul>	Posters, pamphlets
Parenting	Positive parenting	Ke na le seabe	Drama, poster, radio, kgotla meetings
<b>Community</b>			
Community	Need to mobilise communities to create safe spaces	Safe environment to end Gender based Violence	Choirs, poetry, drama, posters
Schools	Schools should be safe conducive for learning	Educate them NOT Abuse them	Choirs, poetry, drama
Religion	God does not tolerate abuse	God is love	Messages during sermons, songs, march
Sports	Eradication of gender stereotypes in sports	Sports for all	Competition, posters, march
<b>Society</b>			
Political leadership	Positive leadership	<ul style="list-style-type: none"> <li>• Lead by example</li> </ul>	Workshops, Seminars, campaigns

<b>Arena for action</b>	<b>What needs to be communicated to or by these groups</b>	<b>Slogan</b>	<b>What communication tool should be used</b>
		<ul style="list-style-type: none"> <li>Secure the future – eradicate GBV</li> </ul>	
Criminal justice System	Sensitiveness to cases of gender based violence	Justice for all by 2015	Media
Media	Balanced reporting	Lefoko ga le boe go boa monwana	Workshops/ Seminars
Culture	Culture that is intolerable to gender based violence	<ul style="list-style-type: none"> <li>Ngwao e e sireletsang botlhe</li> <li>A re tlotlaneng</li> </ul>	Media, posters

## ***Annex F: Workshop evaluation***

	<b>EXCELLENT</b>	<b>GOOD</b>	<b>FAIR</b>	<b>POOR</b>	<b>VERY POOR</b>
<b>1. PROGRAMME DESIGN</b>	6	10			
<b>2. PROGRAMME CONTENT</b>	6	9			
<b>3. FACILITATION</b>	7	9			
<b>4. GROUP WORK</b>	7	7	2		
<b>5. OUTPUTS vs. EXPECTATIONS</b>	4	11	1		
<b>6. LEARNING OPPORTUNITY</b>	6	7	3		
<b>7. NETWORKING OPPORTUNITY</b>	2	12	2		
<b>8. ADMINISTRATIVE ARRANGEMENTS</b>	1	7	8		

### **Comments**

#### **1. Which session did you find most useful? Why?**

- All sessions were useful as we learnt a lot of things that we were not aware of before like Gender based Violence
- Presentation on the gender protocol. Our government takes consultations with the nation very seriously that is why the protocol is not yet signed
- The planning sessions. I was able to realize the importance of sex disaggregated data
- Local governance
- The Gender Based Violence (GBV) plan. It was an eye opener since council has been neglecting issues surrounding GBV
- Group work, I was able to gain more understanding during the discussions
- The planning session was very useful since we will have ownership of the plans
- All sessions were important as they enlightened me on gender issues
- Introduction to gender concepts was an eye opener as we were able to realize that both men and women can perform any kind of job

#### **2. Which session did you find least useful? Why?**

- None of the sessions could be seen as least useful since all the sessions covered different issues that are important in the running of the council
- Video session

#### **3. Any other comments**

- The material was too much for the three days period
- The plans could have been done before the completion of District Development Plan 7 (DDP 7)
- The workshop could have been prior the finalization of National Development Plan 10 (NDP 10)

- A workshop like this is an eye opener to all of us
- We can easily own the plans since they relate well to our situation and consultants from outside the country were not engaged
- The presentations were worthwhile
- There is a need for follow up workshops
- If possible departments such as youth should be invited
- Next time, a suitable venue should be chosen to run the workshop
- The programme should be made shorter for future

***Annex G: Gender Justice Summit and Local Government Summit and Awards concept paper***



**CONCEPT PAPER**

**Southern Africa Gender Justice Summit and Local Government Summit and Awards**

***365 DAYS OF LOCAL ACTION TO END GENDER VIOLENCE: WHAT WORKS?***

**22 - 24 March 2010**

**Synopsis**

Gender Links (GL) will be holding the first Gender Justice and Local government Summit from 22 - 24 March 2010 in Johannesburg, South Africa. Under the banner "*365 Days of local action to end gender violence*" the summit will include key note addresses and parallel seminars by international and local experts in the field of gender violence at local government level, and gender justice.

The first gender justice and local government summit aims to bring together local government councillors and officials, relevant government ministries and NGOs that work with local government from the region. The summit will feature awards on good practices in ending gender violence, provide an opportunity to document and disseminate these good practices as well as give incentives to local authorities to innovate new and effective strategies for combating violence against women. Parallel seminars on promoting women's representation and effective participation in local government structures will be a key feature at the summit.

**Context**

The SADC Gender and Development Protocol signed in August 2008 set a target for governments to halve current levels of gender based violence by 2015. It also emphasises that States should adopt an integrated approach to address gender violence. The United Nations Secretary General's 2006 report on gender violence highlights that that States should: build and sustain strong multi-sectoral strategies, coordinated nationally and locally; show political commitment as well as build on the work done by non-governmental organizations (NGOs), scale up and institutionalise it and share experiences with other countries

Many local municipalities in at least seven countries, namely South Africa, Namibia, Botswana, Lesotho, Mauritius, Swaziland and Zambia have developed gender action plans where gender violence features as a key service delivery issue. Hence many initiatives to prevention gender violence have been adopted.

For instance, some municipalities have localised the 365 Days of Action against Gender Violence campaign. The 365 days of Action is a concept, adopted by many countries in the region, to extend the 16 days of Activism on Gender violence Campaign to a coordinated and comprehensive year-long response through the development of a National Action Plan to end Gender Violence.

## **Background**

As a region, we realise that the quest to end gender based violence is far from over. Yet, in the same breath we realise that we have had many prominent victories, particularly within the local government sphere, more women now hold prominent positions within the public service and local authorities actively gets involved in activities to counter gender based violence. These 'many victories' are often based on numerous good practice models that can assist many other countries with their own quests and challenges to counter gender violence, therefore it is important for us to share these good practice models in order to see clear and very positive results we aspire to in terms of addressing gender violence and improving women's representation and access.

Many of the gender violence initiatives have succeeded in raising awareness and preventing GBV but very little effort has been made to document and share these rich experiences.

To address this gap, Gender Links working with local government and other strategic partners will host a Gender Justice and Local Government Summit and Awards in March 2010 It is envisaged that this will become an annual event.

The Gender justice and local government Summit 2010 aims to engage with these issues through thematic parallel sessions that will look at strategies that are being used to engage with media local authorities, communities and identify key priorities that need to be addressed and strategies to address these.

## **Who**

The target audience for the summit will include representation from all SADC countries across various categories, (*outlined further*) and these categories are:

- Councillors and officials from local authorised (*e.g. those who have submitted good practises models they wish to showcase, etc*);
- Ministry of gender representatives (*e.g. persons responsible for gender, etc.*);
- Ministry of Local Government representatives (*e.g. Gender focal point persons, etc*);
- Local authorities associations (*e.g. SALGA, ALAN, etc*)
- Gender based violence activists;
- International partners;
- Civil society organizations;
- Other interested individuals or groups

## **Why**

The first Gender Justice and Local Government Summit aims to:

- Provide a platform to debate around local government approaches to preventing gender violence in local communities.

- Affirm the progress that has been made through the first LG and GBV Awards that are expected to attract entries from across the region.
- Contribute towards building a community of and share good practices on addressing gender based violence at local level.
- Provide an opportunity for local government practitioners to develop strategic partnerships and networking opportunities
- Afford all stakeholders the opportunity to interact and present content of what they understand the role of local authorities to be, in turn also affirming their good practise models through the LG and GJ Awards thus broadening the impact and enhance efficiency with regards to addressing gender violence collectively

### Outputs

- A collection of exemplary local government GBV good practises through the awards.
- A daily online conference newsletter.
- A CDROM and handbook of good practices in gender justice and gender and governance at local level.

### Outcomes

- Contributing to the body of knowledge on gender justice and gender and governance at local level in the region and globally.
- Showcasing and sharing innovative local gender violence prevention initiatives in the region.
- Providing the opportunity for participants to network with individuals and organisations from across the region.
- Equipping stakeholders with a practical understanding of what the status on gender violence within the Southern African region, how involved local authorities are in the quest to address gender violence and understand the importance of learning from each others 'good practices'
- Improving access to information (particularly good practice models) on gender violence and the role local authorities have played and still play in our quest to stop gender violence and reach our SADC protocol targets
- Providing stakeholders with practical tools to improve and apply the learnings from the best practices within their respective contexts

### Categories

- **Prevention** of GBV at local level – how do councils work to ensure that GBV does not occur?
- **Response** to GBV at local level – what do councils do to advance legal literacy, work with local police, etc. To ensure redress for victims?
- **Institutional good practices** – E.g. council working together on GBV; e.g. lobbying for a GBV budget in IDPs / Municipality's Annual Strategic Plans, etc
- **Support** around GBV at local level – how do we support those who have experienced GBV
- **Innovative communication strategies** - Messaging, slogans, banners and posters to end GBV that have an impact.
- **Specific GBV campaigns** – *e.g.* 16 Days campaigns, lighting campaigns, etc
- **Individual innovation** – Three prizes will be awarded to individuals who show particular innovation and dedication to ending GBV at the local level.



**More Information**

The summit is being coordinated by Gender Links based in Johannesburg, South Africa.

For more information on the Summit contact:

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**Annex: Local government and gender justice response form**

<b>Response form</b>	
<b>Please respond by 17h00 Friday 05 March 2010</b>	
<b>Name</b>	
<b>Organisation</b>	
<b>Designation</b>	
<b>Contact details</b>	Phone:
	Fax:
	Cell.:
<b>Email</b>	
<b>Confirming availability</b>	Please mark relevant option with an X. <input type="checkbox"/> I will attend and cover all my own costs. <input type="checkbox"/> I will not attend
<b>Arrival and departure times (so that we can arrange airport transfers)</b>	
<b>Departure</b>	Date:
	Time:
<b>Return</b>	Date:
	Time:
<b>Dietary requirements</b>	Vegetarian:
	Halaal:
	Other:
<b>Any other comments:</b>	
<b>Send the form back by email to Bonita Visagie on</b> <a href="mailto:rsalocalgvt2@genderlinks.org.za">rsalocalgvt2@genderlinks.org.za</a> or by fax to +27 86 539 2628	