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Executive summary

Gender Links in partnership with Botswana Association of Local Authorities (BALA) held a workshop from the 8th-10th June 2009 for Kgalagadi District Council in Hukuntsi. The workshop was the first of 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 same year.

The workshop was officially opened by Mr. Zolo Moapare, Chairperson of Kgalagadi, District Council. Among other officials present were BALA Executive Board Members, Mr. C Manthe, Projects Manager Ms. Ludo Matshameko, and Susan Tolmay (Gender Links, Gender and governance manager) and Gender Links staff members. Tolmay briefed the participants on the objectives of the training and the planned Gender Justice and Local Government summit under the banner: "365 Days of Local action to end gender violence" to be organised by Gender Links in March 2009. A video on Protocol was shown and summarized by Susan Tolmay, with emphasis on the fact that the protocol, unlike others is a legal document. Gender Links Botswana office Coordinator, Keabonye Ntsabane, briefed participants on their consultative meeting with government, in particular the Minister of Labour and Home Affairs as well as civil societies in Botswana on the none signing of the Protocol.

Objectives:

- Build gender analysis skills of local councillors and officials, and local government associations;
- Develop gender action plans with local councils as well as localising 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 29 participants at the workshop, of which 24 were men and 5 were women. The participants were made up of councillors and officials from Ghanzi District and were of different age groups and had different educational and professional backgrounds see the full participants list attached at **Annex B**.

Facilitators

The workshop facilitators were Gender Links staff Susan Tolmay, Keabonye Ntsabane the BALA Programme Manager, and some councillors who were trained by Gender Links in Johannesburg as part of a training of trainers, to facilitate the course. All the facilitators have experience in gender issues.

Discussions

SADC Protocol on Gender and Development

Participants had limited information on the SADC Gender Protocol. Some of them mentioned that they have heard about the protocol in the media but did not have specific information on the contents. Some Councillors were not aware that a summit was held on the Gender Protocol on August 2008 by Head of States and reasons for Botswana not signing.

On the issue of gender, some of the participants said they have participated in the commemoration of 16 Days of Activism on Violence against Women and Children as guests. They lamented that the commemorations do not provide detailed information on 16 Days and why it has to be commemorated internationally. Other participants mentioned that they heard about gender issues/Gender Based Violence Against women and children during the full council meetings where different government departments and NGOs are invited to brief them. The councillors say often the time is not adequate as organisations are given 30 minutes to Present on activities of their organisations.

After the DVD on SADC Protocol on Gender and Development some councillors came out with Positive comments, they said the Protocol is very elaborative and government should sign it and not raise issues of resources as the resources will never be adequate

Decision making positions

Some male councillors expressed fear that women now want to take all leadership positions from men through mushrooming of gender organisations such as Gender Links and Emang Basadi. They said government of Botswana has spoiled women through special nominations processes and this result in women not campaigning seriously. Some women said unless parties are sponsored, as women they will not make it as most of them are either not working or get small income as compared to their male counterparts. Women also raised a concern that during elections men use cunning strategies that exploit women's income all in all , the participants agreed that Politics has been associated as men's vocation, while the society views women as belonging to the kitchen.

Networks

In terms of the Networks, the councillors said they are aware of some organisations but know little about the services they provide. The participants put blame on the networks who lobby for gender equality that are the ones who influence women not to respect the men and this result in gender based violence. They appealed to Gender Links and BALA

to motivate these networks to address them on their services to be able to refer their communities to them.

Gender Links informed them about other existing networks in the country such as Women's Against Rape, Emang Basadi, Women's Shelter Project and Lifeline, and the types of services they provide.

Gender Based Violence

The participants agreed that gender based violence does exist citing some of the passion killings reported in the country in the media. However the men emphasised that they are also experiencing it and did not know where to report as most of the service organisations are managed by women and makes men fear to visit the services. Though participants knew and acknowledged all the types of gender based violence, they were not aware of the international, regional human rights instruments addressing it and that government of Botswana is signatory to some instruments. Some councillors believed that women are to be blamed for the violence as they are unfaithful and that are material driven. The councillors said the women are the most abusers especially when it comes to emotional abuse. Men said since women start working and getting better salaries, they do not respect men and that is what increase violence in the families.

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

- Presentations have to be made both in English and Setswana
- Gender concepts were new to the participants, thus calling for more time to be devoted to them.
- Councillors felt that workshops such as this should not be held when elections are closer as they are busy campaigning
- Some men still feel that women want to take over everything from them. They also felt that women are hungry for power.

Outputs

- Gender Action Plan for Kgalagadi District Council and Gender Based Violence action plan for Kgalagadi District Council: **Annex D**
- Message and slogans for gender based violence (Kgalagadi District Council): **Annex E**

Conclusion

At the end of the workshop, the Participants agreed that they need to continue learning about gender based violence. The councillors promised to lobby their parties to increase participation of women in their party structures and that the very same workshop should be organised for their Parties. The participants also concluded that it is important for the councillors to understand gender issues, as they represent the electorate who are both men and women. The councillors said women also are supposed to be assertive and confident by taking positions if availed to them. The councillors participate very well in the asked good questions.

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

Overall the participants felt that the workshop was critical as it touched on their operational issues which they were not aware of at **Annex F**.

Recommendations

- Training such as this need to be extended to villages and churches in councillors respective constituencies
- Member of the central committees of different Political parties need an extensive exposure on leadership of women in Parliament and council level
- This workshop should have taken place before the council financial year ended to enable to budget for the plans developed
- Councillors should be encouraged to take lead commemorating 16 Days of Gender Based violence against women and children
- Political parties should ensure that women are in leadership positions such as in central committee positions
- BALA /Gender Links to follow up in implementation of the drafted plans.

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: Workshop programme

TIME	ACTIVITY	WHO
DAY 1		
8:00-8:30	Registration	Warona Tlamelo- Gender Links intern
8:30-8:45	Opening and Objectives	District Commissioner
8:45-09:15	Introductions and objectives To provide background and agree on objectives for the workshop To develop guidelines of participation Eyes and ears	Susan Tolmay -Gender Links
9:15-10:00	DVD: Roadmap to equality To introduce the Gender sector Protocol and its relevant to Local government	Susan Tolmay
10:30	TEA	
Module one: Key gender concepts		
10:30-11:30	Sex gender, and stereo types	Mrs. Malebogo Kruger-Lobatse Deputy Mayor
		"
11:30-13:00	Group work on Challenging stereo types, Internalising oppression	Mrs. Malebogo Kruger
13:00_14:00	LUNCH	"
Module two: Gender and Governance		
14:00-15:30	Access, participation transformation, leadership: At the coalface: Gender and Development	All facilitators
15:30-15:45	TEA	
15:45-17:00	Report Back Debate	All facilitators
HOMEWORK	Transformation scorecard	Mrs. Matshameko-BALA programme Manager
DAY TWO:		
8:00- 8:30	Recap, eyes and ears	Participants
8:30 -9:00	What we learned from the scorecard	Mrs. Matshameko-BALA programme Manager
Module Three: Key gender planning concepts		
9:00-10:00	Practical and Strategic needs	Mrs. Ludo Matshameko-BALA programme

TIME	ACTIVITY	WHO
		Manager
10:00-10:30	TEA	
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 led By Susan Tolmay
12:00-13:00	LUNCH	
Module four: Draft gender action plan framework		
14:00-17:0	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 led by Susan Tolmay
DAY 3		
8:30-9:30	Report back, eyes and ears	Participants
Module five: Localising plans to end gender based violence		
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
10:30-11:00	TEA	
11:00-13:00	Developing a plan to end GBV	Mrs. Keabonye Ntsabane
13:00-14:00	LUNCH	
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 led by Susan Tolmay
16:00-16:15	TEA	
16:15-17:00	Way forward: Best Practices and Summit	Mrs. Keabonye Ntsabane
1700-1705	Closing Remarks	Mrs. Ludo Matshameko
	DEPARTURES	

Annex B: Workshop participants list

NAME	Sex M/F	ORGANISATION	PHONE	FAX	E MAIL
1. Andrias Ntau	M	Kgalagadi District Council	6540251/72177368		
2. Motsogedi Velskoen	M	Kgalagadi District Council	74350043		
3. Thato Mosinyi	M	DIS	65102263	6510269	
4. W. Titus	M	Kgalagadi District Council	74350049		
5. R. Villander	F	Kgalagadi District Council	71736667		
6. M.B. Kruger	F	Lobatse Town Council	71524653		
7. P.C. Manthe	M	BALA	71206565	3912181	pcp@botsnet.bw
8. Tauso Nkola	F	Pre-Primary and Primary Education	6510234/72559820	6510051	
9. Z.M. Moapare	M	Kgalagadi District Council	6510247	6510244	
10. M.M. Sento	F	Education	6510286	651024	
11. K. Modisathebe	F	DTS	6510278	6510280	
12. M. Ralekgobo	F	P.H.C	6510114	6510244	
13. M.M. Tshweneagae	M	Kgalagadi District Council	6540250	6540259	mtshweneagae@gov.bw

NAME	Sex M/F	ORGANISATION	PHONE	FAX	E MAIL
14. Mosa Molefe	F	Civil and National Registration	6510235		
15. Philip Khwae	M	Kgalagadi District Council	73937777/719177	6517060	
16. Motsogedi Velskoen	M	Kgalagadi District Council	71321106		
17. Joel Kavari	M	Kgalagadi District Council	72507501		
18. Frederick B. Cooper	M	Kgalagadi District Council	74350040		
19. I. Mokgwaphe	M	Kgalagadi District Council	72176214		
20. B.K. Motsamai	M	Kgalagadi district Council	74350050		
21. J. Lentshikang	M	Kgalagadi District Council	74350046		
22. D.D Kotokwe	M	Kgalagadi District Council	71736678		
23. John Bok	M	Kgalagadi District Council	72145274		
24. Milton K. Moseru	M	Kgalagadi District Council	72879047		
25. Klaas Matthys	M	Kgalagadi District Council	74369547		
26. S.J Brooks	M	Kgalagadi District Council	72140974		
27. J. Ogopoleng	M	Kgalagadi District Council	71736959		

NAME	Sex M/F	ORGANISATION	PHONE	FAX	E MAIL
28. J.B Nkwane	M	Kgalagadi District Council	72919123		
29. L. Matshameko	F	BALA			
30. Director Tlharese	M	Gantsi District Council	71743266		
31. W. Tlamele	F	Gender Links	72543225	3188251	warona2002a@yahoo.com
32. S. Tolmay	F	Gender Links			
33. K. Ntsabane	F	Gender Links	3188250	3188251	coordbotswana@genderlinks.org.za
34. G. Moalosi	M	Gantsi District Council	6596211		
35. K. Moabi	M	Lobatse Town Council	5332161		
36. L. Letsatsi	M	Tsabong District Council	6540061		
37. M. Mothelezi	M	Tsabong District Council	6540061		
38. A. Sepoe	M	Kgalagadi District Council	71575935	65440259	augustinesepoe@yahoo.co.uk
39. Reuben Matswiri	M	Kgalagadi District Council	75049660		
40. M. Watlhotse	M	Kgalagad District Council	72507503		
41. Frans Van Der Westhuizen	M	Kgalagadi District Council	71321106		

NAME	Sex M/F	ORGANISATION	PHONE	FAX	E MAIL
42. M. Sento	F	Hukuntsi Sub District	6510286		
43. D.D. Kotokwe	M	Kgalagadi District Council	71736678		
44. B. Motsamai	M	Kgalagadi District Council	74350050		
45. Odirile Moumakwa	M	Kgalagadi District Council	74350038		
46. Mock A. Ntau	M	Kgalagadi District Council	72177368/6540251	6540251	
47. J. Ogopoleng	M	Kgalagadi District Council	74350051		

Participants

Male	38 (83%)
Female	26 (17%)
Total	47

Annex C: Official opening speech

Mr. Zolo Moapare, Chairperson, Kgalagadi District Council officially opened the workshop on Gender and Local Government in Kgalagadi District (Hukuntsi) in June 8 -10 2009, by Gender Links and Botswana Association of Local Authorities Workshop (BALA).

Director of Ceremonies Let me begin by thanking the organizers, Gender Links and BALA, for inviting me as the Council Chairperson of Kgalagadi District Council to officially open this workshop. I personally feel very pleased to witness the implementation of these local government workshops becoming a reality. Above all Kgalagadi districts being the first council to kick off rolling out of the Planned 16 Local government workshops.

I want to acknowledge our councilors and senior staff from the Kgalagadi district to have availed themselves out of their busy schedule, this alone demonstrates their commitment on gender related issues.

Director of ceremonies let me remind you that this workshop is part of the study *At the Coalface which was launched in 2009 by Gender Links in Partnership with BALA..* This study has revealed that Botswana need to redouble its efforts to increase women's representation and participation in Local Government in the 2009 elections.

The study further outlines the following findings, women are underrepresented in local government and that there are variations between councils for an example Kgalagadi with 7.7%. The study further revealed that there are no women at leadership level. "The overall representation of women in local government increased by 4.4% in the 2004 elections, the proportion of women mayors or chairs has dropped from 10% to none".

Director of ceremonies these results of the study justifies the need for such a workshop to address all these gender gaps. I therefore would like to assure the donors of this workshop and the councilors represented here that council districts fully support these initiatives training by BALA and Gender Links.

I am informed by the organizers that you will focus on unpacking gender concepts, including looking at planning and budgeting from a gender perspective. Above all they will address Gender Based Violence which now is increasing at an alarming rate.

Director of ceremonies it is therefore critical as Politicians to learn these issues and understand them properly for our planning processes

I therefore urge honorable councilors to participate fully and effectively to make this workshop a success. Pula, Pula Thank you

In Conclusion

The participation of both men and women in decision making is very critical especially in 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 implemental work plans.

Annex D: Gender Action Plan for Kgalagadi District Council

FRAMEWORK GENDER ACTION PLAN FOR K GALAGADI DISTRICT COUNCIL						
STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
I. GOVERNANCE						
Representation						
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 branch/region committees, women’s wings	7 women out of 24 councillors (29%)	42% of councillors should be women	2015	
	Lobby all political parties to adopt and implement the zebra list system and include these provisions in their manifestos.	councillors	There are few women in leadership positions(parliament and council)	To lobby political parties to ensure 30% and representation	2015	
	Engage with Traditional Authorities on women’s representation in local politics.	Political parties, NGOs	Traditional authorities have not been engaged in the representation of women in politics	2 meeting annually Success of engagement with local authorities seen through dikgosi requesting for more meetings	2009/2010	
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 30% representation of women in council committee leadership and management	Sex disaggregated statistics on women in leadership positions in local government.	2014	
	Take measures to ensure equal representation of women in leadership positions in council.	Council chairman, Council secretary	There is 1 woman who is a chairperson of a council committee and 2 women are vice chairpersons	20% of all leadership positions to be held by women.	2010	
To educate people and raise awareness about the importance of women’s equal representation in local	Raise awareness in communities on the importance of women being equally represented	Political parties, dikgosi	No awareness training has been done	Embark on an awareness campaign	2010	

FRAMEWORK GENDER ACTION PLAN FOR KGALAGADI DISTRICT COUNCIL						
STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
councils	in local politics and the importance of voting for women.					
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)	Branch or regional committees of political parties	There is one at the national level	Multiparty women's caucus established at regional and branch levels	2011	
	Engage women's wings in political parties to identify women who have leadership potential and groom them into leadership positions	Branch/regional chairpersons, NGOs, WAD	There are no grooming programmes for women in political parties	Establish grooming programmes for women in political parties	2011	
	Network with regional and international women's caucuses	Women's wings	Networking exists in some political parties	Encourage other parties' women's wings to establish networks abroad	2010	
To empower women councillors and officials to articulate what are regarded as "women's issues."	Conduct a skills audit.	Council committees	No skills audit has been conducted in council	Data on the specific skills of councillors.	2010	
	Training needs identified by women councillors e.g. gender, public speaking and assertiveness.	Women's Affairs, political parties, NGOs	Women's Affairs (This is questionable since according to research WAD trains aspiring women not those already in office)	100% participation by women councillors Women should be empowered annually	Annually	
	Council meeting rules should accommodate the use of vernacular so that councillors can use their first language in meetings and interpretation should be provided.	CS, chairperson	Setswana is already used during council meetings	Encourage the continual use of Setswana where applicable	Ongoing	
	Comprehensive induction programmes for new councillors with follow up	Cs, council chairperson	There are no refresher courses to the induction	The induction programme should be gender sensitive and there should be refresher	November 2009	

FRAMEWORK GENDER ACTION PLAN FOR KGALAGADI DISTRICT COUNCIL						
STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	refresher courses.		programme	courses for councillors		
To empower men on gender issues and mobilise their support.	Gender training workshops for male and female councillors and officials.	BALA, WAD	Training done by Gender Links	100% participation by all for the training annually	By 2014	
	Gender dialogues with male Councillors and officials, including community leadership	BALA	There have been no dialogues with male councillors	2 dialogues annually	By 2014	
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.	All community leaders, dikgosi, dikgosana	The participation at public meetings is not recorded	Gender disaggregated data on the community participation at public meetings.	Immediately	
	Encourage men to participate in implementation of community activities that are traditionally considered to be only of concern to women.	Dikgosi, chairpersons of village committees, councillors	More women participate in public meetings and activities than men	Equal participation of men and women in community matters	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	Councillors, council management	Policies and procedures are written in English	Information should be disseminated in Setswana and where applicable other indigenous languages such as Sesarwa	2014	
To ensure that women are consulted and participate equally in policy-making processes.	Conduct specialised participation exercises for women, and ensure that their concerns are captured in policy		There are no gender disaggregated stats on the consultative meetings	To hold one consultative meeting with women on policies and the policy making process	2010	

FRAMEWORK GENDER ACTION PLAN FOR KGALAGADI DISTRICT COUNCIL						
STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
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	BALA, WAD, NGOs	No workshops have been conducted with men's groups	3 workshops held with men's groups annually	By 2014	
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 secretary	Council publications have never been reviewed to check if they are gender sensitive	Gender aware publicity materials.	2010	
II. GENDER SPECIFIC PROGRAMMES						
Early learning						
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.	Social and community development (S and CD)	The council works with the ministry to establish crèches. Every settlement has a crèche.	To ensure that parents use the crèche facilities as some of them do not make use of the resources.	Ongoing	
	Review pre-primary and kindergarten fees to make them more affordable; and facilitate better access for disadvantaged children.	S and CD	No fee structure at the moment. But it has been suggested that parents contribute P10 but they are not paying	To continue providing the facilities at no fee so that parents may be encouraged to enrol their children	Ongoing	
	Ensure pre-primary education is policy compliant	S and CD	Not aware(to find out from SandCD)	To ensure policy compliant pre-primary education	2010	
III. GENDER IN EXISTING PROGRAMMES						
Security and emergency services						
To address issues of safety within communities that affect women disproportionately especially in informal settlements.	All streets should be named, where applicable, and reference points identified, so that emergency services can locate women who call for assistance.	Roads department, councillors	Currently some old wards such as Kgaphamadi are currently being upgraded to ensure easy accessibility	The old wards will be renamed after being upgraded	2012	
	Lobby businesses to assist people in need.	Councillors, S and CD	The council together with the VDC has	Farmers' association, general dealers, wholesalers has been	Ongoing	

FRAMEWORK GENDER ACTION PLAN FOR KGALAGADI DISTRICT COUNCIL						
STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
			been lobbying for businesses to help the needy	helping with resources for the needy		
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.	Fire dept	No training for women has been conducted	Conduct training for women for the prevention of fires in three villages	2009/2010	
	Train community members on how to handle emergencies, including first aid.	Fire dept, health dept	The community has been trained on first aid	Women are the target as they are the ones who are currently in charge of their households needs	Ongoing	
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	Physical planning dept	The community has been trained on modern housing but not on traditional housing. The Botswana Technology Centre (BOTEC) has been consulted to come up with safe methods for building traditional houses	The community should be involved in drawing up good methods for traditional housing together with BOTEC as they have the indigenous knowledge	Ongoing. BOTEC still developing a policy	
The economy and job creation						
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.	Human Resources	The statistics for the industrial class not yet ready. For the permanent and pensionable staff is 182 women and 179 men	Updating staff statistics continuously	Ongoing	
	Facilitate employment opportunity workshops for women in communities to enable them to be better placed to access opportunities.	S and CD	Statistics not available?	Collect sex disaggregated data on unemployment rates in the region	2009/2010	

FRAMEWORK GENDER ACTION PLAN FOR KGALAGADI DISTRICT COUNCIL						
STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	Ensure an increased vote item in the budget specifically related to women's empowerment; review empowerment projects based on a gender analysis	S and CD	There is no vote for gender specific programmes	To lobby for a vote mainly for women's projects	2009/2010	
	Inform women about economic opportunities in liaison with WAD and other stakeholders	Councillor, S and CDs	The community has been sensitised about employment opportunities they make use of such as gardening, pastoral, entrepreneurial (micro and macro)	The council should move away from gender stereotyped work for women and encourage them to venture into macro enterprises where women are not equally represented	2015	
To obtain sex disaggregated data on unemployment levels in communities	Conduct surveys, collect data and analyse it.	S and CD	There is no data on unemployment levels	Availability of gender disaggregated data.	2010/2011	
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		No facilitation of ensuring equal representation of women in tourism and commercial agriculture	There is no target		
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.	Various departments in the council	Tendering is open for everyone, there is none that focuses on women	Encourage women to venture into tenderable business	2010/2011	
	Implement and monitor quotas for women for the awarding of council contracts	Councillors should lobby and advocate for quotas	There are no quotas for women in awarding contracts	Put in place quotas for women in awarding of contracts	2015	

FRAMEWORK GENDER ACTION PLAN FOR KGALAGADI DISTRICT COUNCIL						
STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	Encourage and affirm larger businesses that sub-contract women-owned enterprises.	councillors	There are no initiatives to encourage and affirm large businesses that subcontract women	Encourage women to venture into businesses that are tenderable	2010/2011	
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.	CS	There is a national poverty reduction strategy but none at local council level	Mainstreamed local level poverty reduction strategy to be put in place	2015	
	Ensure oversight of Sustainable Livelihood assessment by CSO to identify needs and appropriate interventions to enhance the livelihoods of poor and very poor households.	CS	CSO has not done a Sustainable Livelihood assessment. The ministry can be in a good position to influence CSO as they are central government	A livelihood Sustainable assessment to be carried out	2015	
	Facilitate improved access to social grants, including food security nutrition	S and CD CEDA	Women are aware of the social grants that the council offers and are coming forward in to be enrolled. Currently there are 1697 women as compared to 1140 men	The council has made it a point to encourage women to graduate from being dependent on social grants since a lot of women have been enrolled	Ongoing	
	Facilitate the implementation of income-generating activities, improve resources allocated and implement monitoring.	CS WAD Women Finance house	Income generating activities in place includes gardening, pastoral and sewing	Currently the projects are being monitored to ensure that they are sustainable.	Ongoing	
	Liaise with and support CBOs and NGOs already	S and CD	The CBOs and NGOs are currently	Continued relationship between the council and CBOs	Ongoing	

FRAMEWORK GENDER ACTION PLAN FOR KGALAGADI DISTRICT COUNCIL						
STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	working with poor households.		providing skills and funds to the communities in collaboration with the council	and the council		
Business support						
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.	S and CD CEDA NDB	The statistics of women and men in business have not been developed	Develop a sex disaggregated data of business ownership	2010/2011	
	Community liaison official to disseminate information and advice about sourcing economic opportunities.	CS Councillors	There is no community liaison official to disseminate information about sourcing economic opportunities	Establish a community liaison official	2009/2010	
	Encourage public and private business partnerships with all stakeholders	Council	There is a partnership between LEA, CEDA with land board and water affairs	Encourage continued partnership and encourage new business to partner	Ongoing	
To empower women entrepreneurs through business skills and support	Accelerate/catalyse skills development, access to information and finance, and business support for poor women.	Council	There is an existing skill development Program for women	To extend it to villages and increase women by 30 %	2010	
	Facilitate increased involvement of women-headed companies by raising their awareness on available opportunities e.g. floating tenders, export opportunities.	Council	Women are not encouraged to tender and establish companies that are competitive	Establish a campaign to encourage women to venture into competitive business	2010/2011	
	Facilitating mentoring of smaller enterprises and	S and CD	Women in small businesses have	To analyse businesses that have been mentored	2011	

FRAMEWORK GENDER ACTION PLAN FOR KGALAGADI DISTRICT COUNCIL						
STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	benchmarking with bigger enterprises		been mentored through the women's exposition and the trade fair			
Informal sector						
To promote equal access to markets.	Link women to investment opportunities	Council, CBOs and NGOs	Statistics on women in the informal sector are not in place	Conduct a survey on women in informal sector	2010/2011	
	Integrating women with partnerships, joint ventures etc.	S and CD	Women have been trained on partnerships and mergers by BNPC, LEA, CEDA, conservation international	Establish the number of women already in partnerships and mergers	2010/2011	
INFRASTRUCTURE						
Housing and Land Rights						
To promote the equal rights of women to land tenure	Collect gender disaggregated data on housing.	Land Board, SHHA	This information may exist but might not be sex disaggregated	Gender disaggregated data on housing.	2010	
	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 Local Government BALA	There are no policies in place to ensure that women have access to land	30% ownership of land by women Land Boards should be trained on gender issues	2015	
	Ensure gender balance on housing committees; and lobby for a quota for women	Housing Committees	The housing committee is headed by a woman but all members are men There is no quota for women to own land	50% of the housing committee should be women. Land should be allocated equally to both men and women	Start 2010-2020	
	Increase the range of housing and land options	Land board, SHHA	Previously there was no land tenure for	To find out from responsible authorities about the range of		

FRAMEWORK GENDER ACTION PLAN FOR KGALAGADI DISTRICT COUNCIL						
STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	available to poor households; including subsidies for poor women		women and this still exists in some areas under chiefs	housing and land options available for poor households		
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.	SHHA	Council provides information to women for building and construction	Information on construction should be gender sensitive	Immediately	
	A policy on low-impact economic activities to be undertaken from dwelling units.		What are the current regulations in this regard? To get more. Not aware these are domain at ministerial and Parliament level	How will this be measured?		
To ensure women and men's equal access to housing subsidies.	Educate women on housing policies and subsidies.		What information exists on women and housing? Is there existing material that can be used regarding policies and subsidies? To get more information from the housing department in the council	How will this be measured? Not aware need to consult with CSO and Ministry		
	Disaggregate and capture existing data; a mechanism for continuous data capture		What are the stats on housing subsidies, which accesses them? To get more information from the responsible office in the council	To enquire for Gender disaggregated data and statistics from relevant offices		
	Audit housing plans.		Have any audits been done in the past? Not aware	Not aware to enquire from the council		
To review housing policies so that they are gender	Review current policies and change them to make	Ministry of Housing	The current housing policy is gender blind	To lobby for Gender sensitive housing policy	2010	

FRAMEWORK GENDER ACTION PLAN FOR KGALAGADI DISTRICT COUNCIL						
STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
sensitive	them gender sensitive.					
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.	Dept of transport	No studies on public transport use and needs assessment done	To lobby for Statistical data establishment	2014	
	Taxi and bus stations and stopping points to be regulated in order to make travelling safe for all people, especially women and children.	Dept of transport	No studies on stopping points have been done to assess their safety. Transport is expected to stop only at designated points	Police statistics to be utilized together with the study to assess safety d	2011	
	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.	Dept of transport	Roadblocks mounted to check if taxis comply with safety standards Taxis registered annually Taxis go for roadworthy tests every six months	Decrease violence by 50% Taxis should be checked for roadworthiness every three months	2010	
	Taxis should be made safer, including eliminating transport pirating	Dept of transport	Every taxi is required to have a fire extinguisher	50% compliance of taxi owners to safety measures	2010	
	Pedestrian safety, especially in informal settlements.	Dept of transport	There are no statistics on pedestrian safety	Conduct study on pedestrian safety	2011	
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	Dept of transport	The data exist on ownership of taxis but might not be well packaged, sex disaggregated and	Package data on taxi ownership and on who drives the taxis to encourage equal participation of men and women in the transport	2014	

FRAMEWORK GENDER ACTION PLAN FOR KGALAGADI DISTRICT COUNCIL						
STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
			there is no data on who drives the taxis	industry		
	Train women to drive and own taxi's, buses and haulage and get women on taxi and bus associations.	Council	Information on ownership and who drives the taxis is not available	Establish a data base on the ownership and service providers of the taxi industry	2014	
Water, sanitation and electricity						
To ensure that women, who are disproportionately affected by inadequate service delivery, are provided with affordable access to basic services	Undertake community assessment on use of services and disaggregate data by sex	Water, environment, health, Arch and build	No assessment has been done on the use of services	Sex disaggregated data on the use of services Adequate service delivery	2010	
	Provide affordable services to poor households.	Water, environment, health/ Arch and build	Water, health and sanitation services are provided at a subsidised charge	Affordable, adequate and efficient service delivery	2014	
	Council to provide subsidies for those who cannot afford	Water, environment, health, arch and build	After an assessment the poorest people are exempted from paying for basic needs	Carry assessment of poor people and register them so that they may be excepted from paying for basic needs	Ongoing	
	Create jobs through awarding tenders, community projects, and cash for work and training for women in this sector.	Council and Ministry of Local government and lands	Are any women currently being employed in this sector (numbers and comparisons)? Not aware-to get information from the council	To lobby for 50% of all those employed to be women	2015	
	Ensure that women are consulted prior to the provision of services.	WAD Council Ministry of Local Government	No consultation with women has been done in the past for provision of services	Women should be consulted annually	2015	
	Align services to the needs of women.	WAD Council Ministry of	Service delivery is gender blind	Sex disaggregated data Services aligned with women's needs	2014	

FRAMEWORK GENDER ACTION PLAN FOR KGALAGADI DISTRICT COUNCIL						
STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
		Local Government				
	Involve women in the management and maintenance of these services and facilities.	WAD Council Ministry of Local Government	Are any women currently being involved in this role (numbers and comparisons)?To get information from relevant departments	To lobby for 30%of of women in management and maintenance of services and facilities	2011	
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	Health dept Tourism	There is a health committee in every ward	Monitor and support the committee's responsibilities	Ongoing	
	Increase the frequency of refuse collection.	Environment dept	Refuse collected weekly	Twice a week	2012	
	Provide and maintain public toilets in strategic areas	Health dept, environment dept	There are no public toilets	10 public toilets	2011-2012	
	Review the waste management policy from a gender perspective.	Ministry of Environment	Environment Policy exists	Gender Mainstreamed policy	2015	
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 dept	Data not available	Gender disaggregated data	2010-2011	
	Develop gender aware HIV and AIDS public education and awareness campaign.	Health dept	Public education exists though not gender sensitive	Gender aware HIV/AIDS education and awareness programme	2010	

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STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	Advocate for and promote the female condom and so that women have free access to them.	Health department	Female condoms are free at the clinics	Promote female condom user	Ongoing	
	Gender sensitive sex education in schools.		Sex education is currently taking place at schools	Intensified 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 have access to Post Exposure Prophylaxis (PEP)	Public awareness campaigns on the links between GBV and HIV/AIDS; the red and white ribbon campaign, coupled with ongoing awareness campaigns.	Health dept	HIV AIDS not linked with GBV Is PEP readily available at all the health facilities? A how many facilities is it available? To get information from health unit	Campaign on the linkage of HIV/AIDS and GBV What is the target % increase in the number of women accessing PEP To get information from health unit	Immediately	
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.	Health dept	What are the statistics? What is the % of men and women who go for VCT? To get information from health unit Not aware of to make a follow up on the above	What is the target % increase in number of women and men going for VCT? To get information from health unit		
Treatment						
To facilitate improved access to free treatment nationally	Gender disaggregated statistics on access to treatment and care; policy measures to rectify this.	Health dept	How many women compared to men access free treatment? To get information from	Gender disaggregated data To get information from health unit	Ongoing	

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STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
			health unit			
	Facilitate access to ARV's for women and men and keep gender disaggregated statistics on uptake.	Health dept	Council through the clinics encourage people to test for HIV so that they may be enrolled for ARV treatment. What stats exist in this regard?	To ensure that 100% of those who need treatment are enrolled	Ongoing	
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 are no sporting facilities in the council	Gender disaggregated data on the use of community and sporting facilities.	2015	
	Ensure that every library has a section on women's literature.	Council librarian	Not aware of women's literature sections	To consult with the Librarian in the village	2011/2012	
	Set up mobile libraries to make reading more accessible to women especially in rural areas.	Council librarian	There are no mobile libraries	Establish mobile libraries	2015	
	Design programmes to ensure that women and men benefit equally from local authority facilities, for example promoting women in traditionally male sports, e.g. Soccer and boxing.	S and CD	What programmes currently exist? To get information from SandCD Not aware of any programs to contact SandCD in the council	What is the target? To get information from SandCD To follow –up on this		
	Organise events and displays that celebrate women's achievements and challenge stereotypes. Encourage programmes that challenge stereotypes all	S and CD	Do any such programmes exist? To get information from SandCD in the council	What is the target? How ill this be measured? To get information from SandCD Still to enquire		

FRAMEWORK GENDER ACTION PLAN FOR KGALAGADI DISTRICT COUNCIL						
STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	spheres, including the home. Educate parents on how their children should be socialised.					
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	There are no programmes on parenting	Establish responsible parenting programmes at least one at the community centre	2015	
IV. EMPLOYMENT PRACTICES AND ENVIRONMENT						
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.	HR, Council secretary	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 as increase the number of women in senior and management positions and address the departments where the greatest imbalances exist.	HR, CS	There are 15 men and 6 women in management	Equal number of men and women employed by the council should be increased to 20 Equal number of men and women in management positions to be reviewed .	2015	
	Include women's targets as a non negotiable component of senior managers' contract.	CS	The CEO is responsible for ensuring that the targeted numbers are met but this is not in CS contract	Contract to be clear on women's targets	2015	
	Align the work place skills Plan to the Affirmative Action plan.	DGLSM, MLG	The work place skills not aligned to affirmative action	Work place plan aligned to affirmative action Organise a 1 day briefing	2015	

FRAMEWORK GENDER ACTION PLAN FOR KGALAGADI DISTRICT COUNCIL						
STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
				session on Affirmative action		
	Obtain buy-in and support of the unions for increased gender equity in the employment profile of the council.	HR, CS	Unions not approached for support of gender equality in the employment of council	Unions approached through a 1 day workshop support for gender equality in council employment	2015	
To ensure that the recruitment and selection process offers equal opportunity to women.	All job advertisements should encourage women to apply.	HR, CS	Job advertisements are gender neutral	Job adverts that are gender sensitive	2015	
	Selection panels should be gender balanced.	HR, DPSM	Selection panels are constituted by virtue of one's position. They are not gender balanced (3 women out of eight men)	Gender balance initiated 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.	HR, CS	Selection is based on experience and qualifications and do not discriminate against women	Recruitment practices should be gender sensitive Gender equity in employment in the council	2015	
	Develop comprehensive employment equity plans.	HR, Cs	There is no equity plan in existence	HR/ EE Policy	2011	
	Apply job preservation policy to meet women's targets.	DPSM	No job preservation policy	HR/EE policy	2015	
	Incorporate gender into structure system policies and processes.	Gender Coordinator, HR, CS	Gender has not been incorporated into any policies and processes	Gender sensitive structure systems and policies	2015	

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STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
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	Establish succession plans that focus on upgrading skills of women to decision making positions	2015	
	Undertake skills/qualification audit and assessment of all municipal employees.	HODs, HR, Cs	Skill audit taking place in the council annually	Results of the skills audit report	Ongoing	
	Devise and implement a range of capacity-building options for employees and cllrs.	HR	Capacity building is on the job and institutional workshops	Atleast 50 women trained and measured by workshops undertaken in a year	2010	
	Mentoring new cllrs and employees.	HR, council chairperson, HODs	Mentoring of new councillors done in an ad hoc manner	Mentoring new councillors	2010	
	Identify skills needs among communities and skills gaps in key economic sectors.	S and CD, PEP	Needs assessment has been done	Establish Sustainable income generating projects one in a year	2012	
	Develop targeted skills development programmes.	S and CD, NGOs	Skills development programmes conducted	The indicator will be measured by workshops under taken This will measured through monitoring and evaluation exercise after workshops	2010	
	Facilitate women's entry to skills development programmes.	A and CD, HR	Training though not gender sensitive	Gender sensitive skills development programmes to facilitate more women to enter	2011	
	Work conditions and environment					
To facilitate women's equal participation in the workplace.	Review maternity leave provisions to ensure that women are able to take three months full	HR	84 calendar days maternity leave for three confinements	Three months full maternity leave through the contributions of both local government and Social	Ongoing	

FRAMEWORK GENDER ACTION PLAN FOR KGALAGADI DISTRICT COUNCIL						
STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	maternity leave through the contributions of both local government and Social Security.			Security.		
	Provide and standardise paternity leave and accompany this with a programme on responsible fatherhood. Possibly consider shared maternity and paternity leave	DPSM	There are no provisions for paternity leave	Paternity leave implemented	2015	
	Meetings times should take the needs of all employees into consideration and not run too late.	HR, HODs, CS, CC	Meetings are within the working hours	To appeal to the council management for meetings not to run late	Ongoing	
	Provide child care facilities for municipal employees.	CS, CC, S and CD	There are no child care facilities for councillors	Establish child care facilities for council staff	2015	
	Provide flexible work arrangements for parents.	DPSM	Lactating mothers knock off at 3.30 for twelve months	Introduce flexible work arrangements for all parents (mothers and fathers)	2015	
	Act upon employees who are not making maintenance payments.	HR,	The government through a court order is allowed to deduct maintenance payments directly from the employees	Holding the employees responsible for paying maintenance fees	Ongoing	
	Conduct awareness programmes on parenting responsibilities.	HR,	No parenting programmes in place	To follow up with the council	2012	
	Support and expand crèches.	S and CD	There are crèches in every settlement	Monitoring of crèches	Ongoing	
To address issues of sexual harassment in the council.	Develop and implement a sexual harassment policy (SHP).	Gender coordinator, CS, HR	There is no sexual harassment policy in place	Implementation of the Sexual harassment policy	2015	
	Workplace education and	HR	There is no	Conduct 2 workshops in a	2015	

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STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	awareness on the SHP		awareness on the sexual harassment policy	year on Awareness on SHP		
	Code of conduct to ban the use of sexist jokes and language.	HR	There is no code to ban use of sexist language	Ban the use of sexist language	Ongoing	
V. GENDER MANAGEMENT SYSTEM						
Planning						
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.	Council Chairperson, CEO, Council secretary	The current mission and vision statement are too silent on gender issues	Review a gender aware mission and vision of the council	2010	
	Conduct surveys prior to planning to determine the needs of both women and men.	Gender Coordinator	There has never been surveys conducted to determine the needs of both men and women	Gender aware survey results.	2010/2011	
	Consult with both women and men when drawing up plans.	Gender Coordinator	Men and women have never been consulted	Consultations with both men and women to take place as required	2010/11	
	All units and departments should include gender indicators in their business plans.	Heads of department	The various departments in council do not use gender indicators	Introduce gender indicators for planning	2010/11	
	Councils should administer customer satisfaction surveys that are disaggregated and analysed according to gender.	Gender Coordinator	Customer satisfaction surveys have not been conducted	Sex disaggregated customer satisfaction surveys	2010/11	
Gender structures						
To establish structures that constitute the gender machinery and to obtain the commitment of all managers	Council should have a gender coordinator in the office of the CEO.	CEO,HR	Gender structures not established	GMS established, vested with authority, strategy, plan and resources.	2010/2011	
	Recruit/appoint/hire gender focal points.	HR	Gender specialists not recruited	Specialist staff appointed.	2010/2011	

FRAMEWORK GENDER ACTION PLAN FOR KGALAGADI DISTRICT COUNCIL						
STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	The gender coordinator should be assisted by gender focal points in all departments, together comprising the gender management committee.	Hood's WAD	Nothing has been done to establish structures	GMS established, vested with authority, strategy, plan and resources.	2010/11	
	Senior managers must take ultimate responsibility for gender mainstreaming within the administration.	Hood's WAD	No one is currently responsible for gender in the council	GMS established, vested with authority, strategy, plan and resources.	2010/11	
	Gender to be written into the job description and performance agreements of senior managers and GFP.	Job Effectiveness panellists WAD BALA	Gender has not been written in the performance agreements of the managers and the GFP	Accountability on gender through Pass.	2010/11	
	Gender should be a standing item on the agenda of management committee meetings.	CEO	Gender has never been a standing item in the agenda of the management committee	Gender as a standing item on the agenda	2009	
	Establish a gender committee comprising councillors and other stakeholders to ensure political oversight for gender mainstreaming in the work of local government.	CEO, council chairperson	There is no gender committee in the council	Gender equality committee.	2009/2010	
	Form a multi party women's caucus.	Political parties, NGOs, BALA	There is no structure to bring women councillors	Women's caucus established.	2009/2010	
	Prepare Terms of Reference for gender machinery, and clarify reporting procedures.	CEO	Gender Focal Points not established and TOR not drafted	GFP formed; TOR for GFP	2009/2010	
	Publicise the	Councillors,	Gender Management	GMS established and	2010/2011	

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STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	establishment of the gender machinery.	CEO	System not known	publicised		
	Gender machinery to prepare their own strategic plans.	Gender Coordinator	The GMS has no strategic plan	Strategy and action plan adopted.	2010/2011	
	Establish linkages with gender machinery in other municipalities.	PRO, CEO, Gender Coordinator	No gender linkages with other municipalities	GMS Networked	2010/2011	
Budget, monitoring and evaluation						
To make use of gender disaggregated data for monitoring, evaluation and resource allocation based on gender priorities.	Obtain sex-disaggregated data.	Gender Coordinator	Sex disaggregated data exists in some instances but it is not applied	All statistics disaggregated by gender.	2012/2012	
	Gender indicators to be formulated for each department/ programme and HR management.	HOD's, HR	There are no KPIs in the city score card	Gender KPIs integrated into city score card.	2011/2012	
	Ensure that women and men participate equally in public consultations on planning and budgets.	HODs, CEO	There is consultation but it is not gender sensitive	Conduct gender sensitive consultations	2011/2012	
	Conduct a gender analysis of the municipal and departmental budgets to ensure that expenditure responds equally to the needs of women and men.	Gender Coordinator, CEO	Indirect budget allocation, there is no deliberate budget for advancing gender equality	Deliberate budget for advancing gender equality	2011/2012	
	Recommend resource allocation (specific budget line) for initiatives that will promote gender equality, including fighting gender violence and HIV and AIDS).	Gender Coordinator, CEO	The action plan has not been costed	Costing of this action plan.	2011/2012	
	Ensure that departments allocate resources to gender priorities.	HODs	Departments are not gender sensitive when allocating resources	Gender sensitivity in the allocation of resources	2011/2012	

FRAMEWORK GENDER ACTION PLAN FOR KGALAGADI DISTRICT COUNCIL						
STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
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.	HR, Gender Coordinator	Gender training for gender machinery not done	For workshops All members of the gender machinery to be trained	2011/2012	
	Liaise with service providers to provide training programmes.	HR	No training has been done	Identifying trainers Implementation of the training programmes	2011/2012	
	Facilitate training programmes among councillors, officials and community groups.	Gender Coordinator	No training done in the past but only one with gender links	All councillors, HODs, executive committee members of community committees to be trained	2011/2012	
	Ongoing mentorship and support through linkages with civil society.	Gender Coordinator	Linkages with civil society do not exist	Committee chairpersons, CEO, and heads of departments	2011/2012	
	Assess impact of training.	HR, Gender Coordinator	No training has taken place	Training Assessment	2011/2012	
	Gender sensitivity training for both male and female councillors	Gender Links, BALA	BALA an Gender Links trained councillors in June 2009	All councillors trained every term	By 2014	
	Gender analysis training for councillors and staff with specific gender mainstreaming responsibilities.	Gender Links, BALA	Gender analysis training has not taken place	All HODs and council chairpersons and deputy chairs	By 2014	
To raise awareness on gender issues	Compile a calendar of special gender events and campaigns. Engage in campaigns to raise the profile of gender e.g. Women's Day; Sixteen Days campaign.	Gender Coordinator, CEO	The council has not participated in special gender events	Calendar of special gender events Campaigns for gender events awareness	2010	
	Prepare pamphlets, advertising, posters, logo etc.	PRO	No materials have been prepared for raising awareness on gender issues	Awareness materials in place	2011/2012	
	Run competitions,	Gender	Activities for	Activities for challenging	2011/2010	

FRAMEWORK GENDER ACTION PLAN FOR KGALAGADI DISTRICT COUNCIL						
STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	sporting activities that challenge stereotypes.	Coordinator	challenging gender stereotypes	gender stereotypes		

Annex E - flagship project - ending gender based violence

FLAGSHIP PROJECT - ENDING GENDER BASED VIOLENCE						
STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
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 chairperson Council Secretary	There are statistics but they are not readily available	To establish two gender safety audit (HQ and Sub)	2010/11	
	Conduct a gender safety audit and convene an annual Women's Safety Assessment Focus Group.	Council chairperson Council Secretary WAD BALA GL	There has been no gender safety audit done in the past	Results of audit Establish one Women's Safety Assessment Focus group at the HQ and Sub District	2010/11	
	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)	There are street lights along the main road, but only 98% of street lights are currently functioning.	Street lighting to be extended to other places e.g. wards within Ghanzi Township and at C/hill.	2010/11	
	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)	There is a lighting master plan and Maintenance plan	Lighting master plan with clear targets and indicators	2010/11	
	Name all streets clearly so that police and other emergency services can reach residents with ease in the event of emergencies. In informal settlements each municipality to	Council Chairperson/Council Secretary, Planners and Roads department	Streets are partly done	Completed Streets named after completion of rationalisation	2011/12	

FLAGSHIP PROJECT - ENDING GENDER BASED VIOLENCE						
STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	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	There are community policy and safety forums, (Twantsho Borukhutlhi) but they do not focus on GBV	Every ward should have a safety forum	2010	
	Involve street hawkers in crime watchdog projects.	-Councillors -Police -Dikgosi	Street Vendors are not involved in safety projects	Establish street hawkers watch dog projects	2009/10	
Public awareness campaigns						
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, Gender links, BALA, WAD	There are no GBV programs in existence,	Develop a plan for at least one extensive campaign once in a year	2010/2011	
	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	No awareness campaigns have been conducted by the council	Develop a plan for active participation in 16 days of activism in Gender based violence	2010/11	
	Mount high profile campaigns to reclaim areas that have become unsafe for e.g. Take Back the Night campaign to sustain the momentum.	Councillors, SandCD, Crime Prevention Committee	The council has not mounted any campaigns to reclaim unsafe areas	Undertake the night campaign to sustain the momentum	2015	
	Promote involvement of men and boys in ending gender violence.		Men and boys have not been targeted in campaigns to end	Develop a plan and hold a 1 day sensitization meeting for men and boys to end	2012	

FLAGSHIP PROJECT - ENDING GENDER BASED VIOLENCE						
STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
			GBV	gender based violence		
	Monitor and evaluate impact of all public awareness campaigns	Council secretary, SandCD	No monitoring and evaluation has been conducted	Conduct a survey to measure impact of all public awareness which can monitor the impact	2012	
	Join the 'Making IT work for Gender Justice' initiatives such as cyber dialogues.	Council Secretary and Chairperson, IT Office	They have not participated in making IT work for Gender Justice initiatives such as Cyber Dialogues.	Initiate one cyber activity by once a year	2015	
Best practices						
To showcase best practices to end GBV	Collect and present best practices being done by councils to end GBV	Council Chairperson and Council Secretary	There are No best practices have been documented	One best practice to be collected annually	2010	
Response						
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 shelters and places of safety for survivors of gender based violence in liaison with NGOs	SandCD, CBO	There is no shelter in place of safety for survivors of gender based Violence	Strive to budget for one in the district	2011/12	
	Develop and maintain an updated database of services and facilities available to survivors and victims of gender based violence.	SandCD	Data available but not accessed to beyond SandCD Varied life skills imparted to clients	To have a focal point for ease of data Information disseminated by councillors at Kgotla meetings	Immediately - 2010	

FLAGSHIP PROJECT - ENDING GENDER BASED VIOLENCE						
STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	Capacitate survivors of gender violence with life skills and provide ongoing support in collaboration with various community structures.					
	Encourage role modelling of survivors and victims	Women's shelter Project , Emang Basadi, WAD	There is no role modelling being done at present	To establish a focal point	Immediately	
	Establish gender units and family counselling services at people centres with appropriate resources		None. No land at present. To be lobbied with council admin	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 AIDS.	Clinics	The clinics do not inform communities on the link between HIV/AID and GBV	To select at least 5 clinics and encourage them to educate the communities on the link between HIV/AIDS and GBV	Ongoing	
	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 ,but 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	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	Immediately	

FLAGSHIP PROJECT - ENDING GENDER BASED VIOLENCE						
STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	cases.			support, who is caring for survivors of GBV		
	Work with the police and communities in ensuring that cases of gender violence are reported and addressed.	Council WAD POLICE	Organise I day workshop on GBV statistics and services provided by Police	Atleast 50 participants Report Produced	2015	
	Liaise closely with the police; ensure a private room/ victim empowerment unit at police stations; improve the services provided by the Police.	Police, Council, NGOs,	No private rooms at police	Council to restructure data of violence by male/female and ensure that women are interviewed in a private place	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 establish some in places they do not exist.	SandCD	Not aware of any resources committed	To have a GBV separate vote	2011	
	Establish day care centres for the elderly to ensure their safety.	CS and COUNCILLORS	Elderly centres are not in existence.	At least one 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	2009/10	

FLAGSHIP PROJECT - ENDING GENDER BASED VIOLENCE						
STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
				Provide conducive environment for kiosks		
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	WAD BALA	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.	WAD/BALA / Gender Links	No targets have been developed and integrated into plans	When there is MandE of GBV eventually. Mainstreaming into development plan can take place	2011	

Annex E: Message and slogans for gender based violence Kgalagadi District Council

Arena for action	What needs to be communicated to or by these groups	Slogan	What communication tool should be used
Individual			
Abused woman or man	Shunning silence by survivors of GBV Need for counselling for GBV survivors Hope for survivors of GBV	Ngwana yo o sa lelang... Bua ka kgokgontso! (Silence Kills-Speak out about GBV) Tsaya kgato! (Take action) You can survive it too!	Posters Radio billboards Poetry
Abused child	Availability of counselling services	We will listen	Cartoons, drama, song
Abusive men	It is not manly to be abusive	Father, brother, don't hurt us Real men respect women's rights	Drama, workshops, TV adverts Newspapers, TV, radio
Family/ Household			
Mother, father, guardian	Stop molestation	Stop sexual abuse of children	Posters, workshops, drama
Parenting	Positive parenting	A child, a diamond	Parenting classes
Community			
Community	Need to mobilise community to create safe spaces	Mosadi ke thari ya sechaba (Go dira mmogo go sireletsa sechaba (Cooperating in protecting the nation)	Meetings with VET, VDC, dikgosi, kgotla meetings
Schools	Acceptable behaviour among students	Tshireletsego ya baithuti kgatlhanong le kgokgontsho (Protection of students against violence)	Video shows, posters, radio
Religion	Spread the word	Rata mongwe ka wena jaaka o	Church sermons, gospel music,

Arena for action	What needs to be communicated to or by these groups	Slogan	What communication tool should be used
		ithata (Love your neighbour as you love yourself)Messages in different church fora	messages in different church fora
Sports	Need for sports that are free from violence	Tshamekang ka lpopagano, tlotlo le lorato	Mounting banners at playing grounds and stadia
Society			
Political leadership	Political leaders should lead by example	Zero tolerance for Gender Based Violence	TV adverts, radio, newspapers, seminars during political congresses
Criminal justice System	Need for the criminal justice system to be stiff on perpetrators of GBV	Prudence – justice for all	radio
Media	Intensifying GBV education Desist from ridiculing GBV survivors	No room for Gender based Violence Balanced reporting on Gender based Violence issues	TV, radio, newspapers, billboards Training for media practitioners
Culture	Culture should not discriminate	Don't use culture as an excuse to perpetrate abuse	Posters, songs, TV adverts

Annex F: Workshop evaluation

	EXCELLENT	GOOD	FAIR	POOR	VERY POOR
1. PROGRAMME DESIGN	9	10	1		
2. PROGRAMME CONTENT	7	13			
3. FACILITATION	8	9	3		
4. GROUP WORK	2	13	3		
5. OUTPUTS vs EXPECTATIONS	4	11	5		
6. LEARNING OPPORTUNITY	4	13	1		
7. NETWORKING OPPORTUNITY	4	8	7	1	
8. ADMINISTRATIVE ARRANGEMENTS	5	10	5		

Comments

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

- Gender Based Violence as it teaches us on how to reduce the level of gender based violence e.g. women abuse, child abuse
- Gender and governance as this is the place where power lies
- Violence against women because it has been used much in places like the farms. The law has not been well exercised
- Gender issues as it brought everybody on board
- SADC gender protocol and roadmap to equality. It has never been attended that local government can play a role in policies
- Group work
- The media and women
- Gender mainstreaming as it teaches us that we should not treat gender in isolation but include it in everything we do

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

- All sessions were useful as they wanted to empower the disadvantaged politicians
- None of the sessions were least useful
- Gender Management system, the message was not clear but I will continue reading the manual

3. Any other comments

- Looking forward to more education
- While the plan commits council in a lot of ways, it would help if the ministry of local government committed itself as would avail the resources
- The course need a week not three days

- This was an eye opener as we did not realise that women need to be brought on board
- I has exercised the importance of group work and learnt a lot through participating
- These workshops should be intensified to sensitise everyone across board
- Lessons such as these should be taken seriously
- There is need for follow ups
- Councils should include gender in their planning and budgeting
- An excellent workshop, if implementation can take place, a change would be realized. Keep up the excellent work but remember that monitoring and evaluation is vital

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

Response form	
Please respond by 17h00 Friday 05 March 2010	
Name	
Organisation	
Designation	
Contact details	Phone:
	Fax:
	Cell.:
Email	
Confirming availability	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
Arrival and departure times (so that we can arrange airport transfers)	
Departure	Date:
	Time:
Return	Date:
	Time:
Dietary requirements	Vegetarian:
	Halaal:
	Other:
Any other comments:	
Send the form back by email to Bonita Visagie on rsalocalgvt2@genderlinks.org.za or by fax to +27 86 539 2628	