

REPORT
CENTRES OF EXCELLENCE STAGE FIVE WORKSHOP
BOTSWANA
COUNCIL: TUTUME SUB-COUNCIL



DATES: 3 - 4 NOVEMBER 2011



Ludo Matshameko, BALA Projects Manager, presenting on gender stereotypes – picture by Gender Links

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Introduction

Gender Links in Partnership with Botswana Association of Local Authorities (BALA) held a workshop from the 3-4 November 2011 at Tutume Sub district Council. Already GL and BALA have conducted 16 gender action plan workshops for councillors scheduled to take place in Botswana. It was a follow up of the At the Coal Face study launched and a strategy document developed by BALA in partnership with Gender Links on February 2009. The workshop was officially opened by Ludo Matshameko BALA Program and Presented the mission ,vision of Gender Links and the objectives Gender Links .The Program manager also briefed participants on the Local government summit held in Johannesburg show casing programs conducted by councils in the SADC on GBV.

A brief background on the workshop and the partnership between BALA were presented by BALA program manager Ms. Ludo Matshameko. In her presentation she briefed the participants on the BALA strategy, training of the BALA councillors and a consultative meeting held at the Palapye on the current roll out of the local government workshops.

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

Participants

The participants were 51, of which 36 were men and 15 were women as attached in **Annex B**. Participants were made up of councillors and officials from SowaTown ship authority. Participants were of different age groups and had different educational and professional backgrounds.

Workshop content

The workshop covered topics in the Botswana Local Government Gender Action Plan manual. The manual covers six modules on SADC protocol on Gender and Development, Key Gender Concepts, Gender and Governance, Key Gender Planning Concepts A 365 Gender Action Plan.

Facilitators

The workshop facilitators were BALA Programme Manager, Councillor Patrick Manthe and BALA Projects Manager Ludo Matshameko.

Discussions

During the course of the workshop the following discussion ensued:

Gender Protocol

Participants had limited information on the Gender Protocol. They mentioned that they have heard about the protocol in the media but did not have specific information on the contents and the reasons of why Botswana had not signed. On the issue of gender

based violence, some of the participants said they have participated in the commemoration of 16 Days of Activism, Violence against Women and Children where they were invited as guests. They lamented that the commemorations do not provide detailed information gender issues. Other participants mentioned that the heard about gender issues during the full council meetings were different ministries of government and NGOs are invited to brief them during council meetings.

Decision making positions

On the issue of women not equally represented in decision making and Power sharing positions, the men said women do not support each other. Some male councillors expressed fear that women now want to take all leadership positions. Men counter parts said the way men and women are culturally socialised has contributed a lot. They say women are shy saying that in most cases they are not assertive. One councillor say they hardly ask a question even in the full council or kgotla meetings

At the Coalface - Gender and Local Government in Botswana

At the Coalface research findings was a good tool for this workshop especially that councillors were resistance to accept that women are less represented in councillors. During presentation they were often referred to the study findings. This then made them to believe that he workshop is not an influence of outside

Stereotypes reinforcement

This is one of the practical exercises which is effective in changing participants mind set on women's roles. Participants were able to come out with their own definition of stereotype. The exercise made participants to understand better stereotypes proverbs songs and admitted that they have major contribution to the way women roles are defined in the society. This exercise also raised some interesting debate that some participants suggested that some songs, Proverbs need to be revised while others feel they entertain.

Networks

In terms of the Networks, the councillors said they are aware of existing services and programmes but they do not know how they function and relate to each other. Participants are also not aware of the specific services they provide and recommended that there is a need to ensure that during the international commemorations these networks must be invited to inform the councillors on the services they provide.

Gender Protocol

Participants had different views, some were of the view that the protocol should be signed while others says, Botswana did well not to sign as there are no resources Both councillors and officials did not have in depth understanding of the Gender Protocol. Some councillors felt it was not necessary to talk about the protocol in Botswana since we have not signed.

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, 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 of concern which needs to be addressed. From the discussions, it appeared like the councillor did not know the role they are supposed to play in addressing the issue. 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.

Challenges

- Most of the concepts used were new to the participants, thus calling for more time to be devoted to them.
- At the beginning of the workshop, there was resistance, as men felt they had to defend their own.
- Participants felt that plans were difficult and took most of their time.
- Holding meetings in the council chamber was not good as officers live the workshop to their offices and this resulted in the plan remaining with gaps as councillors did not have enough information
- Queries were raised that the DVDs should be localised and that men should be interviewed

Conclusion

At the end of the workshop, the councillors agreed that they need to continue learning about gender based violence. Some of the councillors have confessed that gender based violence is in existence among families in Botswana. It is therefore critical to address them rather than to on the defensive side as men usually do.

The participants also concluded that it is important for the councillors to understand gender issues, as they represent the electorates who are both men and women. They also agreed that for human development, both men and women have to be represented in decision making positions, because they have different needs, skills and ideas. Councillors lamented that certain things in culture could not be changed but what is important is to educate people as it is the only way to change mind-sets.

Participants appreciated the workshop saying that the training has changed their cultural beliefs on perceptions they had on women especially on the political arena. 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 addressed the issues which councillors heard them for the first time. Participants gave a good report on eyes and ears and these assisted facilitators to evaluate if participants had attention to the deliberations of the previous days.

Recommendations

- DVDs need to be localised and man should be interviewed to ensure that gender is not about women alone
- More time is needed for this type of workshop.
- The workshop should include more community leaders
- Gender Links should make follow ups on planned activities and plan developed
- Gender Links should run more workshops on gender.
- Political parties should ensure that women are in leadership positions
- Gender equality should be encouraged at all levels and sectors of society
- The President to be lobbied to sign the Gender Protocol as it has some critical issues which currently affect Botswana.

Annexes

Annex A: Workshop programme

TIME	ACTIVITY	WHO
DAY 1		
8:00-8:30	Registration	BALA
8:30-8:45	Welcome Remarks	Council Chairperson
8:45-09:30	Introductions and objectives To provide background and agree on objectives for the workshop To develop guidelines of participation Eyes and ears	Ms. Ludo Matshameko
9:30-10:00	DVD: Roadmap to equality To introduce the Gender sector Protocol and its relevant to Local government	Councillor Patrick Manthe (BALA)
10:30	TEA	
Module one: Key gender concepts		
10:30-11:30	Sex gender, and stereo types	MsL.Matshameko BALA Project Manager
11:30-13:00	Group work on Challenging stereo types, Internalising oppression	Ms. Matshameko BALA Project Manager
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 -10:00	Group Work: Developing Gender Action Plan	Participants
10:00-10:30	TEA	
10:30-12:00	Group work: Developing Gender Action Plan	All Participants
12:00-13:00	Lunch	
Draft gender action plan framework		
14:00-16:00	Developing an action plan to end GBV	ALL Participants
16:30-17:00	Way forward and closing remarks	
	Departures	

Annex B: Participants list

NAME	Sex M/F	ORGANISATION	PHONE	FAX	E MAIL
1. MosekiMethodi	M	Councillor	71714447		
2. ErelenceImiPhili	M	Councillor	71250736		
3. Richard Sikwane	M	Councillor	71570834		
4. KemmonyAmon	M	Councillor	71870531	2981272	kayamon@yahoo.com
5. Malebogo Batsie	F	Councillor	73733437		
6. Bakani Bale	M	Councillor	71762115		
7. Nurse Bolanwe	F	Councillor	71915381		
8. MogomotsiLemogang	M	Councillor	72231421		
9. Norman Pitlagano	M	Councillor	75987313		
10. RosinahMokhange	F	Officer	71548710		
11. Sam M Dambe	M	Councillor	71742574		
12. NamelangMokese	F	Officer	71863157	2987533	
13. Magula Mothibi	M	Councillor	71721320		
14. Ephraim Lenga	M	Councillor	74048613		
15. GaseatleMmeke	M	Councillor	72402375		
16. Queen Sekgobokgobo	F	Tutume Sub District	2987709/71465891	2987533	qsekgobs@yahoo.com
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26. Patrick Makhumalo	M	Tutume Sub	72152488		

NAME	Sex M/F	ORGANISATION	PHONE	FAX	E MAIL
27. Ishmael Mokgethi	M	Tutume Sub	71625440		
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29. N.E Kansan	M	Nkange MP's Office	2987717	2987293	kushwani@gov.bw
30. GubanganoChilime	M	Council	71402001/72708050		
31. PolvonMajaga	M	Council	72708045/71583504		
32. TabonaSavlo	M	Councillor	72567620		
33. Charles Chinyana	M	Officer	71494954	2987533	
34. Phillip Makale	M	Councillor	71271355		
35. M Mandoze	M	SACS	71246745		
36. B.J.Shoho	M	Councillor	71271355		
37. M Mandoze	M	SACS	71246745		
38. B JShoho	M	Councillor	71675299		
39. I D Jesi	M	Councillor	71137128		
40. O C Mosaninda	F	Council	71583913	2987533	slebwa@gmail.com
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42. K Balule	M	Council	71602262	2987533	
43. T George	F	Council	2987232		
44. L Jotia	M	Council	71546301		
45. James Abel	M	BALA	71497171	3912181	jamesabel@yahoo.com

Annex C: Opening Speech

Official Opening speech for Tutume Council Chairperson Councilor Makale Workshop on Gender and Local Government at Tutume Sub District Council November 3 -4 2011. 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 Tutume Sub District Council by extending the invitation to us to officially open this workshop. I personally feel very pleased that we are not left in this training.

Director of ceremonies I would like to acknowledge our councilors and senior staff from TutumeSub District Council to have availed themselves out of their busy work schedules.

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 still by Gender Links and BALA where by all the authorities of the councils were present. This presents a picture of a true partnership with the Ministry of Local Government. Director of ceremonies the Big Five Gender and Local Government Strategy Workshop held at the Big Five in Gaborone 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 need to do more to ensure that can be stakeholders in the development agenda.

The study has revealed that, there are variations between councils in the representation of women. For example Tutume currently has 28 men and 3 females. Before councils were divided into subs the representation of women stood at.

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 Tutume Sub District Council 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. "I therefore declare this workshop officially opened"

Annex D: Gender action plan

FRAMEWORK GENDER ACTION PLAN FOR LOCAL 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	What is the % of women councillors in the council? There is 9.6% of women in the council	What is the target % increase women's representation? The target is to have women percentage increased to 50%	2015	
	Lobby all political parties to adopt and implement the zebra list system and include these provisions in their manifestos.	Political parties, NGO's	What is the % of women in the different political parties? Where they are usually placed on the party list? There is 65% of women in political parties and are usually placed in the lower structures like wards	What is the target % increase women's representation in political parties? The target is to have women's percentage increased and have at least 50% of women in higher structures	2015	
	Engage with Traditional Authorities on women's representation in local politics.	Political Parties, NGO's	Has any such engagement taken place? No there has never been such engagement in the past	What is the target – how many meetings? How will success be measured? The target is to have 50% of women in attendance in meetings	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.	Ministry of Local Government	Do any such statistics exist currently? Yes there is statistics with 17% of councillors and 43% in the management	The target is to have 50% increase of women in management and council positions	2014	

FRAMEWORK GENDER ACTION PLAN FOR LOCAL COUNCIL						
STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	Take measures to ensure equal representation of women in leadership positions in council.	Political Parties	What is the % of women in leadership positions in the council, i.e. Chairperson/ vice chair of council and on committees? There is 17% of women in leadership positions in the council	The target is to have the women percentage in leadership positions increased to 30%	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.	Political Parties, NGO's, IEC	What kind of awareness raising has been or is being done in this regard? There are workshops and talk shows held as awareness raising initiatives	What is the target – who to target, how many people, which communities? The target is to have 50% of Tutume Sub District	2014	
	Work with the Ministry of Education to encourage gender balance in their curricula and promote gender equality in schools.	IEC ,Ministry of Local Government, NGO's	Has any such engagement taken place to date? Yes there has been the engagement in the past in schools through optional courses in schools	How will success be measured? Percentage of women participation in different forums/fields irrespective of gender linked qualifications	2014	
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)	IEC, Political Parties, NGO's	Is there a multi-party women's caucus? Yes there is a multi-party women's caucus	The council intends to have an effective multi-party women's caucus	2014	
	Engage women's wings in political parties to identify women who have leadership	IEC, Political Parties, NGO'S	Do any such grooming programmes exist within political parties? Yes there are such	What is the target – how many women groomed over what period?	2013	

FRAMEWORK GENDER ACTION PLAN FOR LOCAL COUNCIL						
STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	potential and groom them into leadership positions		grooming programs in place	We intend to have 15% of women groomed		
	Network with regional and international women's caucuses	Political Parties, NGO's IEC	Has any such networking been done in the past Yes there has been the networking caucuses before	What is the target? How many networks established? The target is to have as many the international women causes and the target is South Africa and China	2014	
To empower women councillors and officials to articulate what are regarded as "women's issues."	Conduct a skills audit.	BALA, Emang Basadi, Ministry of Local Government, Council	Has there been a skills audit? What kinds of skills exist? No there has never been skills audit. There are trained women	The target is to have the skills audit done and emphasis on the empowerment	2014	
	Training needs identified by women councillors e.g. gender, public speaking and assertiveness.	BALA, Emang Basadi, Ministry of Local Government, Council, IEC	What training has already been done? There has been empowerment training for women in politics	What is the target % increase in level of participation? How will this be measured? Target number of courses attended by councillors? The target is to have at least 50% of women in the training	2012	
	Council meeting rules should accommodate the use of vernacular so that councillors can use their first language in meetings and			What are the current rules in this regard?	What is the target?	

FRAMEWORK GENDER ACTION PLAN FOR LOCAL COUNCIL						
STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	interpretation should be provided.					
	Comprehensive induction programmes for new councillors with follow up refresher courses.	Council, MLG, BALA	Is there currently an induction programme? How does it target women? Is it gender sensitive? Yes there is an induction plan but is not gender sensitive	What is the target? How many councillors trained? How often? The council intend to have a 100% participation of women training twice per term	2014	
To empower men on gender issues and mobilise their support.	Gender training workshops for male and female councillors and officials.	Council, BALA Gender Links	What training has already been done – how many men participated? Gender in Local Government and there were 31 men participating over 41 total participant	Target number of male councillors and officials who participate in gender training? We target to have at least 50%of participants in the trainings as men ad if possible increase	2013	
	Gender dialogues with male Councillors and officials, including community leadership	BALA, Council an Gender Links	Have any dialogues with male councillors been held? No there has never been any dialogues held with council	Target number of gender dialogues e.g. one a month? The target is to have the dialogue annually	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.	Council, BALA, GL,WAD	What data exists on the community currently? There is no disaggregated data in existence on the communities	Gender disaggregated data on the community. To have the disaggregated data available for possible analysis	2013	
	Encourage men to	WAD, Gender	What are the current	How will this be	2012	

FRAMEWORK GENDER ACTION PLAN FOR LOCAL COUNCIL						
STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	participate in implementation of community activities that are traditionally considered to be only of concern to women.	Links	statistics on public participation/ participation in public meetings? The current statistics show that there are 70% of women and 30% of men participation in public meetings	measured? This will be measured by the ratio of men and women participating in public activities		
	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	BALA, GLMLG, Politicians	What information currently exists? In what languages? There is information on bills and employment vacancies or posts available in official language	What is the target? What information, how many languages? The target is to have the information made available in at least four languages, English, Setswana, Ikalanga and 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	BALA, Council, Gender Links, WAD	What are the gender disaggregated stats on the consultative meetings? There is no data available	What is the target number of specialised participation exercises to take place? The council intends to have 50% participation of women in decision making processes	2014	
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, Gender Links, Men Sector	Have any workshops been conducted with men's groups? Yes workshops with men's groups have been conducted	Target number of workshops held with men and target groups reached? The council intends to have 25% of attendants as	2013	

FRAMEWORK GENDER ACTION PLAN FOR LOCAL COUNCIL						
STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
				males youth, business community and men sector		
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, Gender Links, Men Sector	Has any review of council's publications been done? No there was never review done on council publications	The target is to have 50/50 publications	2013	
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.	MLG,MOESD	What kind of coordination is currently in place? Establishment of nursery school/day care centres	What is the target The council intends to have 100% Early Childhood learning	2016	
	Review pre-primary and kindergarten fees to make them more affordable; and facilitate better access for disadvantaged children.	Council, MOESD, MLG	What is the current fee structure? The fee is determined by individual school managements, average is P1000.00 per term	What is the target? The target is for children to have a 100% access to early childhood education	2016	
	Ensure pre-primary education is policy compliant	MOESD, mlg, Council	Is pre-primary education currently policy compliant Yes the policy is compliant	The council intends to have a 100% compliance	2016	
III. GENDER IN EXISTING PROGRAMMES						
Security and emergency services						
To address issues of safety within communities that affect women disproportionately especially in informal	All streets should be named, where applicable, and reference points identified, so that	Council, Police, Ipelegeng, Council	How many streets are name? How many require naming? There are no streets	What is the target? How many streets named by when? The council intends to	2016	

FRAMEWORK GENDER ACTION PLAN FOR LOCAL COUNCIL						
STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
settlements.	emergency services can locate women who call for assistance.		named only wards are named with no street lights and a few taxis available	have all populated routes to have street lights and all roads must be given streets names and 10% of population must have access to public transport		
	Lobby businesses to assist people in need.	Council (SandCD	Has any such support been offered in the past? Information will be availed	Which business should be targeted? How many? The council intends to have all businesses on board	2016	
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.	Council, District Administration	What kind of education has been done in the past? Workshops have been conducted and kgotla meetings held to raise awareness	What is the target % reduction in the number of people who lose their homes due to fires? The council intends to have a 100% reduction in homes that are lost due to fire	2016	
	Train community members on how to handle emergencies, including first aid.	Council, Ministry, Wildlife and fire brigade	Has any such training been given in the past? There has been training on for selected council employees by the forestry department	Who should be targeted? How many people, how often, which areas? The council target the public with all the people subjected to risk information to be provided	2016	
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	Council	All buildings within council must be approved by council	The council intends to have 100% compliance	On-going	
The economy and job creation						
To facilitate equal employment opportunities	Set and monitor specific targets to ensure gender	Ministry	What are the current statistics of women and	What is the target? How will it be monitored?		

FRAMEWORK GENDER ACTION PLAN FOR LOCAL COUNCIL						
STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
because women are disproportionately affected by high levels of unemployment	parity in employment opportunities created by local government.		men employed by the council? The information will be provided	The council can only hire according to employment act-p.s.a		
	Facilitate employment opportunity workshops for women in communities to enable them to be better placed to access opportunities.	Council	What are the unemployment figures? What proportion of women to men are unemployed? The information is not available, will be provided at a later stage	What is the target % increase in women employed? Employment is based on the law and regulations of Botswana, PSA and EA	2016	
To obtain sex disaggregated data on unemployment levels in communities	Conduct surveys, collect data and analyse it.		Is there any data on unemployment levels?	Availability of gender disaggregated data.		
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		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.		Does any information or support exist for women in this regard?	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		What are the current statistics? Is there a point system, i.e. 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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STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	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?	50% women on the tender board.		
	Encourage and affirm larger businesses that sub-contract women-owned enterprises.		Do any such incentives exist?	What is the target?		
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.		What are the current poverty statistics? What % of women live in poverty? Is there any kind of poverty eradication strategy in place?	What is the indicator? How will this be measured?		
	Ensure oversight of Sustainable Livelihood assessment by CSO to identify needs and appropriate interventions to enhance the livelihoods of poor and very poor households.		Has any kind of assessment been done in the past?			
	Facilitate improved access to social grants, including food security nutrition	Council	What kind of access do women have to social grants at the moment? What are the stats? Women have access to food basket and payment of school fees for the needy students.	What is the target increase in the number of women accessing social grants? The target is to have a 100% for the accessing social grants	2016	
	Facilitate the	Council	What types of income	What is the indicator?	2016	

FRAMEWORK GENDER ACTION PLAN FOR LOCAL COUNCIL						
STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	implementation of income-generating activities, improve resources allocated and implement monitoring.		generating activities are already being facilitated and with what kind of success? Some are already trained	How will this be measured? The target is to have 200 beneficiaries per constituency		
	Liaise with and support CBOs and NGOs already working with poor households.	Council	What kind of support is being provided for NGO's and CBO's currently? Some projects are in place	How will this be measured? The council intends to have an improvement of living standards	2016	
Informal sector						
To promote equal access to markets.	Link women to investment opportunities		What are the statistics of women in the informal sector?	What is the target number of new formal businesses to be formed?		
INFRASTRUCTURE						
Housing and Land Rights						
To promote the equal rights of women to land tenure	Collect gender disaggregated data on housing.	Ministry of Lands and Housing	Does any such data currently exist? There is no data available	The council intends to have a 5% accessibility to land tenures by women		
	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)	Land board Chairperson and the Secretary, PS MLH	Do any policies exist to ensure women's access to land? There is no policy in place to ensure that women access land	What is the target increase in the number of women owning land? The council intends to have at least 5% of women 3 months access land		
	Ensure gender balance	Permanent	How the housing	The council intends to		

FRAMEWORK GENDER ACTION PLAN FOR LOCAL COUNCIL						
STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	on housing committees; and lobby for a quota for women	Secretary, Ministry of Lands and Housing, Ministry of Local Government	committee is currently constituted?	have an increase of women representation in the housing committee		
	Increase the range of housing and land options available to poor households; including subsidies for poor women	Ministry of Lands and Housing	Previously there was no land tenure for women and this still exists in some areas under chiefs Yes it still does exist in some areas	What is the target increase in the number of women owning land? The council intends to have a 5% increment in the number of women owning land		
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.	Council Secretary, Ministry of Lands and Housing	Has any kind of assessment of living environments been done? There has never been any assessment done	How will this be measured? Customer satisfaction survey?		
	A policy on low-impact economic activities to be undertaken from dwelling units.		What are the current regulations in this regard? There are no regulations in place	How will this be measured?		
To ensure women and men's equal access to housing subsidies.	Educate women on housing policies and subsidies.	Council Secretary	What information exists on women and housing? Is there existing material that can be used regarding policies and subsidies?	How will this be measured? The council intends to formulate guidelines	2012	

FRAMEWORK GENDER ACTION PLAN FOR LOCAL COUNCIL						
STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
			There is no information in existence			
	Disaggregate and capture existing data; a mechanisms for continuous data capture	Land Board Secretary and Council Secretary	What are the stats on housing subsidies, who accesses them?			
	Audit housing plans.	Council Secretary, Permanent Secretary (MLG)	Have any audits been done in the past? Yes there has been audits done in the past			
To review housing policies so that they are gender sensitive	Review current policies and change them to make them gender sensitive.	Permanent Secretary (MLG),PS (MLH)	Has any policy review taken place? There has never been policy review	How will this be monitored?	2015	
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.	MT and RS MLG	Lack of statistics and data for public transport users – are there any statistics in this regard? There is no statistics on this	Have statistics available to ensure women's transport needs are met	2012	
	Taxi and bus stations and stopping points to be regulated in order to make travelling safe for all people, especially women and children.	Ministry of Transport, Road and Safety	What studies have been done in this regard? Has any regulation been done? There is no studies done and there are no regulations yet	How will this be measured? Police statistics? What is the target %decrease in violence? The council intends to review and regulate policies	2015	

FRAMEWORK GENDER ACTION PLAN FOR LOCAL COUNCIL						
STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	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.	Ministry of Transport road and safety	What kind of policing is there currently? How is taxi's currently registered? How often do they go for roadworthy tests? There are random checks and road worthy test are not conducted	What is the target % decrease in violence/ accidents/ deaths? How often should taxis be roadworthy? There is no information specific to this regard	2012	
	Taxis should be made safer, including eliminating transport pirating	Taxi Association, MTRS, Botswana Police	What kind of safety features do taxi's currently have? The taxis have Fire Extinguishers	What is the target?	2012	
	Pedestrian safety, especially in informal settlements.	Road Safety Committees, Police	What are the current statistics on pedestrian safety? There is no statistics on this	How will this be measured? Police statistics? What is the target % decrease in pedestrian fatalities? Will rely on police Statistics and road safety	2012	
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	Department of Transport Road and Safety, Taxi Association	What data currently exists? There is no data available on this	What is the target?		
	Train women to drive and own taxi's, buses and haulage and get women on taxi and bus associations.	Taxi Association and DRTS	Are there any female taxi owners or drivers? Yes there are female taxi drivers and owners	What is the target % increase in women taxi owners and drivers Have more women driving owning taxis	2012	

FRAMEWORK GENDER ACTION PLAN FOR LOCAL COUNCIL						
STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
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	Council Secretary	Has any assessment been done in the past There is nothing in place	What is the target/ timeframe in which to do this?		
	Provide affordable services to poor households.	Council Secretary	What services are currently being provided and at what cost? There are standpipes	What is the target? To have a 100% of access to affordable services	2012	
	Council to provide subsidies for those who cannot afford	Council Secretary	What is currently being done to help the poorest people to get access to basic services. There are stand pipes available	What is the target?	2012	
	Create jobs through awarding tenders, community projects, cash for work and training for women in this sector.	Council Secretary	Are any women currently being employed in this sector (numbers and comparisons)? There are no women employed in this regard	What is the target number of women to be employed in this sector?		
	Ensure that women are consulted prior to the provision of services.	Council Secretary	What kind of consultation process has there been in the past? There is no consultation being done in this regard	What is the target?		
	Align services to the needs of women.	Council Secretary	What is the current state of service delivery? There is nothing in place	What is the target?		
	Involve women in the management and maintenance of these services and facilities.	Council Secretary	Are any women currently being involved in this role (numbers and comparisons)?	What is the target number of women to be involved?		

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STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
			There is nothing in place			
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	Council Secretary, MTW Health	Does such a committee already exist? There are committees in place but women are not equally represented	What is the target?		
	Increase the frequency of refuse collection.	Council Secretary	How often is refuse collected? Refuse is collected on a weekly basis	How often should refuse be collected? Refuse should be collected weekly		
	Provide and maintain public toilets in strategic areas	Council Secretary	How many public toilets are there in the council? How often are they maintained? There are no public toilets in the council	How many public toilets should there be in the council? How often should they be maintained? Depends on area population but at least one in each area		
	Review the waste management policy from a gender perspective.	Council Secretary	Is there any such policy at the moment? There is nothing I place	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.	SandCD	What are the current statistics? There is no statistics available as of now	Gender disaggregated data We do not have them currently	2015	
	Develop gender aware HIV and AIDS public education and awareness campaign.	SandCD, Environmental Health	Is there any such campaign at present? Yes they do exist but at a minimal level	What is the target? How many people reached over what period? How will it be coordinated? We currently do not have	2015	

FRAMEWORK GENDER ACTION PLAN FOR LOCAL COUNCIL						
STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
				the information		
	Advocate for and promote the female condom and so that women have free access to them.	Public health	Is the female condom available? If so where and at what cost? The female condom is not available	What is the target % increase in number of female condoms available for use by women?		
	Gender sensitive sex education in schools.	Education	What sex education is currently being taught in schools? Is this gender sensitive? Yes sex education s taught in schools, basically HIV/AIDS and Gender Based	How will this be measured? The performance based on subjects related to HIV/AIDS issues	2015	
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.	SandCD Public Health	How has the council participated in awareness campaigns in the past? Has the council actively participated and promote the 16 Days Campaign in the past? The council has not participated to mobilise resources and community for awareness Is PEP readily available at all the health facilities? A how many facilities is it available? To confirm whether is available	What is the target? How will this be measured? To commemorate 16 Days of Activism against violence on women and children What is the target % increase in the number of women accessing PEP There is no data available	2015	
To educate women and	Obtain gender		What are the statistics?	What is the target %		

FRAMEWORK GENDER ACTION PLAN FOR LOCAL COUNCIL						
STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
men on voluntary counselling and testing which is a powerful tool for preventing the spread of HIV/AIDS.	disaggregated statistics on VCT. Use this to devise campaigns to encourage women and men to go for VCT.		What is the % of men and women who go for VCT?	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?			
	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?	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.	SandCD and Public Health	Does this data exist? The data is not available	Gender disaggregated data on the use of community and sporting facilities.	2015	
	Ensure that every library has a section on women's literature.		Are there currently any such facilities in the libraries?	What is the target?		
	Set up mobile libraries to make reading more accessible to women especially in rural areas.		Are there any mobile libraries?	How often should they operate? Which areas should be targeted?		
	Design programmes to ensure that women and men benefit equally from local authority facilities, for example promoting women in traditionally male sports,	SandCD and Public Health	What programmes currently exist? Wellness committee establishment	What is the target? Not yet known	2015	

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STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	e.g. Soccer and boxing. 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.	SandCD	Do any such programmes exist? Yes there is women's affairs expo	What is the target? How will this be measured? The council is not aware	2015	
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.	SandCD	Are there any awareness programmes or training materials covering parenting responsibilities? If there are, are they gender sensitive? We are no aware of any programmes covering parenting	How will this be measured? This will be measured by the number of men participating on programmes	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.	Human Resources	What steps have been taken to prioritise gender equity in the employment practices of the council? Creating opportunities for all prospective employees who qualify for positions	50% women in all areas of employment by 2015 The council intends to introduce affirmative action for all positions	2015	

FRAMEWORK GENDER ACTION PLAN FOR LOCAL COUNCIL						
STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	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.	Human Resources and Administration	What are the current gender statistics of employees in the council? What % men and women occupy management positions – what is the breakdown per department? There is no statistics available but we estimate it to be at 45%	What is the target % increase in the number of women employed by the council? What is the target % increase in mgmt positions and departments? The council intends to increase the number of women employed by the council by 15% and 25% in the management	2015	
	Include women’s targets as a non-negotiable component of senior manager’s contract.	Human Resources and Administration	Who is responsible for ensuring that targets are met? Is this included in their contract? Senior Administration Council Secretary	Contract	2015	
	Align the work place skills Plan to the Affirmative Action plan.	Human Resources	Has any work been done in this area? There is no work done in this area but we empower women through workshops in survival or relevant skills	How will this be measured? By the number of women who will have benefited during plan period	2015	
	Obtain buy-in and support of the unions for increased gender equity in the employment profile of the council.	Human Resources and Administration	Have the unions been approached? No consultative forum in which lobbying will be done	How will this be measured? Existing gender equity objectives will be implemented	2015	
To ensure that the recruitment and selection process offers equal	All job advertisements should encourage women to apply.	Human Resources and Administration	What is the baseline? There is no baseline but	What is the target? The council intends to	2015	

FRAMEWORK GENDER ACTION PLAN FOR LOCAL COUNCIL						
STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
opportunity to women.			the current employment requirements to be reviewed to accommodate women	have more women into its ranks, at least 50%		
	Selection panels should be gender balanced.	Human Resources	How are selection panels currently constituted? They are based on available qualified officers from affected departments	Gender balance on selection panels. The council intends to have at least 50% representation on selection channels	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.	Human Resources and Administration	What are the current practices? Are they gender sensitive? Yes there are practices and are based on available qualified personnel	What is the target?	2015	
	Develop comprehensive employment equity plans.	Human Resources and Administration	What kind of employment equity plan is in existence? The equity plan is competence based	HR/ EE Policy	2015	
	Apply job preservation policy to meet women's targets.	Human Resources and Administration	What are the women's targets? The council does not have anything in place but intends to have a policy in place	HR/EE policy	2015	
	Incorporate gender into	Human	Has gender been	Gender sensitive structure	2015	

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STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	structure system policies and processes.	Resources	incorporated into any policies and processes? Yes it has been incorporated, LIMID Policies and Poverty eradication initiatives	systems and policies		
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.	Human Resources Administration			2015	
	Undertake a skills/qualification audit and assessment of all municipal employees.	Human Resources and Administration	Has any kind of skills audit been done in the past? Yes there has been audit done in the past	Results of the skills audit report	2015	
	Devise and implement a range of capacity-building options for employees and councillors.	Admin and Human Resources	What kinds of capacity building options exist already? There is capacity building in leadership skills	What is the indicator? How will this be measured? The results will show by quality and performance of leadership	2015	
	Mentoring new and employees.	Human Resources Administration and Economic Planning	As any mentoring of new councillors been done? Yes there has been mentoring for new councillors	What is the indicator? How will this be measured? The council intends to put in place input performance towards council declaration	2015	
	Identify skills needs	Administration	Have any needs	What is the indicator? How	2015	

FRAMEWORK GENDER ACTION PLAN FOR LOCAL COUNCIL						
STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	among communities and skills gaps in key economic sectors.	and Economic Planning	assessments been done? No there is no needs assessment done in the past	will this be measured? The council intends to have a list of skills gaps on kills needed		
	Develop targeted skills development programmes.	Human Resources	Has any such skills development been done? Yes there has been skills development done in the past	What is the indicator? How will this be measured? List of skills development programmes	2015	
	Facilitate women's entry to skills development programmes.	SandCD,Human Resources and Administration	What has already been done to facilitate women's entry to programmes? There were barriers which are now removed	What is the target % increase in number of women accessing programmes? The council intends to have at least a 50% increase in the number of women in to entry programmes	2015	
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 maternity leave through the contributions of both local government and Social Security.	Human Resources and Administration	What are the current provisions for maternity leave? There is a 3 months paid maternity leave an a feeding hour for 6 months	Three months full maternity leave through the contributions of both local government and Social Security.	2015	
	Provide and standardise paternity leave and accompany this with a programme on responsible fatherhood. Possibly consider shared	Human Resources	What are the current provisions for paternity leave? Are there any current programmes around responsible fartherhood?	How much paternity leave should be allowed? The same as that of the maternity leave,3 months	2015	

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STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	maternity and paternity leave		There is nothing in place for paternity leave			
	Meetings times should take the needs of all employees into consideration and not run too late.	Administration	What is the policy on meeting times? There is nothing in place for the meeting times, ADHOC arrangements with maximum of 2 hours	What is the target? What should the times be? The times should be 2 hours	2015	
	Provide child care facilities for municipal employees.	Human Resources, Administration and Education	What child care facilities are currently available? There are no child care facilities in place	Target number of child care facilities? To propose that the council should have childcare facilities	2015	
	Provide flexible work arrangements for parents.	Administration	Is there any such arrangement currently? There are arrangements but will request flexible times or work at homes	What is the indicator? How will this be measured? Hours accumulated	2015	
	Act upon employees who are not making maintenance payments.	Human Resources and Administration	Has this issue ever been addressed? How? No the issue has never been addressed	What is the indicator? How will this be measured? The council intends to have a list of all fathers who are paying maintenance through their employer	2015	
	Conduct awareness programmes on parenting responsibilities.	SandCD and Human Resources	Are there any such programmes? There are no such programmes available	What is the indicator? How will this be measured? The council to propose to have programmes	2015	

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STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
				available		
	Support and expand crèches.	Education And Sandcd	What crèche facilities exist? There are private early child hood facilities and council crèches	Target number of crèche facilities? The council to propose to have crèches for accessibility to those who cannot afford private charges	2015	
To address issues of sexual harassment in the council.	Develop and implement a sexual harassment policy (SHP).	Human Resources and Administration	Is there a sexual harassment policy in existence? There is no sexual harassment policy no existence	Implementation of the Sexual harassment policy How will this be monitored? Through the cases reported	2015	
	Workplace education and awareness on the SHP	Human Resources and Administration	Is there any such awareness? No there is no such awareness	How will this be measured? The council will propose to have awareness raising campaigns	2015	
	Code of conduct to ban the use of sexist jokes and language.	Human Resources and Administration	Is there such a code? Yes there is such a code in place	What is the target? Ensure that the policy is emphasised	2015	
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	What does the current mission and vision statement say about gender? The mission and vision takes into consideration both males and females	What is the target? The council is reviewing its mission an vision	On-gong	
	Conduct surveys prior to planning to determine	Council	Have any such surveys been conducted in the	Gender sensitive programme that promotes	On-going	

FRAMEWORK GENDER ACTION PLAN FOR LOCAL COUNCIL						
STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	the needs of both women and men.		past? Yes there has been consultation with the community and all structures VDC's	gender and equality		
	Consult with both women and men when drawing up plans.	Council	Have any such consultations taken place in the past? During plan preparations community produces shopping list then feedback done	What is the target? How much consultation? What is the target group, how many? To have three times consultation reporting and after to the community	On-gong	
	All units and departments should include gender indicators in their business plans.	Council and Central government	Do any units/ departments in the council use gender indicators in their business plans? They have equal consideration of both men and women	What is the target? Both men and women benefit equally in those activities	On-going	
	Councils should administer customer satisfaction surveys that are disaggregated and analysed according to gender.	NGO's	Have any such customer satisfaction surveys been administered in the past? No there has never been any surveys done in the past	What is the target? How many surveys, how often etc.? Have surveys and evaluations done at the end of each plan and last quarter of every district development plan		
Gender structures						
To establish structures that constitute the gender	Council should have a gender coordinator in	Council Secretary	As any work been done in the establishment of	GMS established, vested with authority, strategy,		

FRAMEWORK GENDER ACTION PLAN FOR LOCAL COUNCIL						
STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
machinery and to obtain the commitment of all managers	the office of the CEO.		structures; No there has never been any work done in the past	plan and resources. Having the officer in place with resources and authority		
	Recruit/appoint/hire gender focal points.	Council Secretary	Has a gender specialist been recruited? No there is no gender specialist in place	Specialist staff appointed. Appoint gender specialist		
	The gender coordinator should be assisted by gender focal points in all departments, together comprising the gender management committee.	Council Secretary	As any work been done in the establishment of structures; There is no work done in the establishment of structures	GMS established, vested with authority, strategy, plan and resources. The council intends to have GMS established		
	Senior managers must take ultimate responsibility for gender mainstreaming within the administration.	HOD'S	Who is currently responsible for gender in the council? There is no one currently responsible for gender	GMS established, vested with authority, strategy, plan and resources. The council intends to have GMS established		
	Gender to be written into the job description and performance agreements of senior managers and GFP.	Council Secretary	Has gender been written into the performance agreements of senior managers and GFP? No gender is not written in the performance agreements of senior managers	Accountability on gender through PAs. The council intends to have gender included in the PA's	2012	
	Gender should be a standing item on the	Council Secretary and	Is there such an item on the management	What is the target? To include gender as	2012	

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STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	agenda of management committee meetings.	District Commissioner	committee mtg agenda? There is no gender as a standing item on the meeting agenda	standing item in the agenda		
	Establish a gender committee comprising councillors and other stakeholders to ensure political oversight for gender mainstreaming in the work of local government.	Council Chairperson's Secretary	Is there a committee in Council responsible for gender? There is no committee responsible for gender in the council	Gender equality committee. The council to establish gender equality committee	2012	
	Form a multi party women's caucus.	Council Chairperson's Secretary	Is there currently a structure to bring together women councillors around common concerns? There is no structure to bring omen councillors together	Women's caucus established. The council to form women's caucuses		
	Prepare Terms of Reference for gender machinery, and clarify reporting procedures.	GMC's	Have gender focal points been established in all departments? Have TOR been drafted? There is no gender focal points in the departments	GFP formed; TOR for GFP To form gender focal points and terms of reference		
	Publicise the establishment of the gender machinery.	Pro's, Councillors and HOD'S	Is the GMS known, has it been publicised? There is no GMS published	What is the indicator? How will this be measured? Have awareness campaigns relating to and		

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STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
				sensitivity by community regarding GMS		
	Gender machinery to prepare their own strategic plans.	GMC	Does the GMS have a strategic plan There is no strategic plan because the GMS does not exist	The council intend to have a GMS and their strategic plans established		
	Establish linkages with gender machinery in other municipalities.	Council Chairperson and Secretary	Have any linkages been established? There are no linkages	Establishment of linkages with GM in other councils		
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 Management Committees	Does sex disaggregated data exist? Is it applied? Data does exist but is not applied	Allocation of resources that address the need for all genders	After formation of GMC's	
	Gender indicators to be formulated for each department/ programme and HR management.	Council Secretary	Are there gender KPIs in the City score card? There are no KPI's in the city score cards	Inclusion of indicators in the key performance score cards	After formation of GMC's	
	Ensure that women and men participate equally in public consultations on planning and budgets.	Councillor, Dikgosi, VET,VDC	What sort of consultation takes place at the moment? Are both women and men involved? Yes both women and men are consulted	What is the target, how will this be measured? Have a balance of participation by both men and women and this will be measured through equal contribution of both men and women and their members	Next plan preparation	
	Conduct a gender analysis of the municipal	Economic Planning and	Are there direct or indirect budget	What is the indicator? How will this be measured?	After formation of GMC's	

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STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	and departmental budgets to ensure that expenditure responds equally to the needs of women and men.	DOD'S	allocations for advancing gender equality? There is no budgeting for advancing gender equality	To have an equal allocation of budget		
	Recommend resource allocation (specific budget line) for initiatives that will promote gender equality, including fighting gender violence and HIV and AIDS).	Council	Has the action plan been costed? There has never been action costing	To have costing of Gender Equality measures	After formation of GMC'S	
	Ensure that departments allocate resources to gender priorities.	HOD's	Do departments allocate resources to gender priorities? The departments do not allocate resources to gender priorities	What is the indicator? How will this be measured? All departments should consider gender priorities	After formation of GMC's	
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.	Council	What training has already been done? There has never been training done	How many workshops to take place? How many trainees? To have training workshops twice		
	Liaise with service providers to provide training programmes.	Council Secretary and District Commissioner	What training has already been done? There has never been training	What is the indicator? How will this be measured? Training of employees and community groups on gender service providers		
	Facilitate training programmes among councillors, officials and	Council Secretary/DC	What training has already been done? There has never been	Target number of councillors, officials and community groups trained?		

FRAMEWORK GENDER ACTION PLAN FOR LOCAL COUNCIL						
STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	community groups.		any training			
	Ongoing mentorship and support through linkages with civil society.	Council Secretary	Do any such programmes exist? There are no programmes in existence	Target number of councillors and officials involved in such programme?		
	Assess impact of training.	Council Secretary	What training has already been done? There has never been any training in the past	What is the indicator? How will this be measured?		
	Gender sensitivity training for both male and female councillors	Council Secretary	What training has already been done? There has never been any training done	Target number of councillors, officials and community groups trained?		
	Gender analysis training for councillors and staff with specific gender mainstreaming responsibilities.	Council Secretary	What training has already been done? There has never been any training done	Target number of councillors, officials and community groups trained?		
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.	Council and community	What kind of special gender events and campaigns has the council participated in? What kind of awareness raising has been done? There is men sector activities, June 16, United Nations and women's Affairs	What is the indicator? How will this be measured? Establishment of gender events and his will be measured by the frequency of the commemorations	Ongoing	
	Prepare pamphlets, advertising, posters, logo etc.	Council Secretary, Pro's and IT	Has any work been done in this area?	What is the indicator? How will this be measured?		

FRAMEWORK GENDER ACTION PLAN FOR LOCAL COUNCIL						
STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
			There has never been any work done	Preparations of posters and logos		
	Run competitions, sporting activities that challenge stereotypes.	Council Secretary and District Commissioner	Have any such activities been done in the past? There has never activities in the past	What is the indicator? How will this be measured? Competitions being run	During commemorations of events	

Action plan framework for local councils for ending GBV

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.	Health, Environmental, SandCD, Police and Magistrates Courts	Currently there are no statistics on GBV in the council	Collect statistics on Gender Based violence quarterly from the Policy	2012	
	Conduct a gender safety audit and convene an annual Women's Safety Assessment Focus Group.	The Council and Central Government Police	No ,Gender safety audit has never being conducted in the past	Results of audit Women's Safety Assessment Focus group established and audit report available The target will be women and produce and Audit Report with a reduction of GBV cases by 100%	2012	
	Work with communities to ensure that all public spaces such as parks, cemeteries, and all neighbourhoods are safe with adequate street lighting.	Botswana Power Corporation, Ipelegeng/Council, central Government	There are no street lights in the council	To improve the situation lighting in the streets by 25 %	2012/2013	
	Develop and implement a lighting master plan for the council, plan-maintenance must be in place-monitoring mechanisms and turnaround time	Central Government	There is no lighting master plan in council	Develop a Lighting master plan with clear targets and indicators	20122013	
	Name all streets clearly	Council, Roads	There are no named	The council intends to have	2016	

FLAGSHIP PROJECT - ENDING GENDER BASED VIOLENCE						
STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	so that police and other emergency services can reach residents with ease in the event of emergencies. In informal settlements each municipality to develop land marks	Department, Physical planning and Police	streets in the village	streets and wards named in 50 % of the villages		
	Conduct safety awareness programmes and establish a watch-dog community including all community based structures e.g. community policing forums, etc.	Police Central Government	There are crime clustering groups and Neighbourhood programme but do not focus on gender	How many township clusters are there in an area? The council will establish community based structures three times a year	On going	
	Involve street hawkers in crime watchdog projects.	The council	Street vendors not involved in safety projects	Involve all street vendors and hawkers in safety projects	2012- 2013	
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 yearlong campaign	BALA, Gender Links, Emang Basadi, Women's Affairs, Police	There are no programmes in the council that focus on GBV	Establish GBV Programs in the council by mainstreaming gender in the council strategic plan Report produced quarterly	2012-2014	
	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	Council, NGO's and CBO's District Commissioner	The council has not actively participated in 16 days campaign	Organise the International commemoration of 16 Days of gender Based violence against women and children	2012 ,2013	
	Mount high profile	Electrical	The council has not taken	One Campaign will be	2012,	

FLAGSHIP PROJECT - ENDING GENDER BASED VIOLENCE						
STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	campaigns to reclaim areas that have become unsafe for e.g. Take Back the Night campaign to sustain the momentum.	engineering, Bye law, Ipelegeng (Council Police	any part in the take back the night campaign- the council mandate is to provide street lighting, bush clearing and cluster policing	conducted to reclaim unsafe area for community at night		
	Promote involvement of men and boys in ending gender violence.	SandCD, Men Sector Schools Police ,Friendly Centre, women	Yes men and boys have been targeted in the in the campaigns to end GBV through men sector program	To continue with the activity and evaluate it by the report and numbers indicating the involvement of men and boys	2012-2013	
	Monitor and evaluate impact of all public awareness campaigns	SandCD, Women's Affairs, CBO's and NGO's Ministry of Local Government	Monitoring and evaluation of programmes has never been conducted on council programs	Draft a monitoring and evaluation tool to evaluate impact of all monitoring and evaluation program	2012,2013	
	Join the 'Making IT work for Gender Justice' initiatives such as cyber dialogues.	SandCd Gender Links BALA	The council has never participated in cyber dialogues	The council to join 'Making IT work for Gender Justice' initiatives, by participating in a cyber-dialogue during 16 Days International commemoration	2012,2013	
Best practices						
To showcase best practices to end GBV	Collect and present best practices being done by councils to end GBV	Chief , councillor and Head of Department	There is no record for best practices for ending GBV in the council but not documented	To collect best practices as many as possible and show case them	2012 2013	
Response						
To implement actions that are effective in responding to GBV in your council	Ensure effective and efficient community policing forums (CPF).	CEO, S and CD, police	Community policing forums are efficient but not monitored	Monitoring of CPFs and evaluate	On-going	
	Strengthen and support shelters and places of safety for survivors of gender based violence in	CEO, S and CD, Gender Links, Women's Affairs	There are no places of safety in Tutume	To mobilise a meeting g to initiate a place for safety in the council	2012	

FLAGSHIP PROJECT - ENDING GENDER BASED VIOLENCE						
STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	liaison with NGOs					
	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 on-going support in collaboration with various community structures.	S and CD Kgosi VDC, DC	There is a base line database of services and facilities for survivors and victims of GBV in place	To continue updating review of the existing once	On going	
	Encourage role modelling of survivors and victims	S and CD	There is no role modelling at present	Establish role modelling of survivors and victims Report produced outlining the number of survivors	2012,2013	
	Establish gender units and family counselling services at people centres with appropriate resources	S and CD	There are counselling services but very limited due to lack of resources	Conduct consultative e meeting to identify family and counselling services within the area	On-going	
	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.	Primary health, S and CD	Clinics do not highlight the link between HIV/AIDS and GBV	Linkage between GBV and HIV/AIDS to be taught during morning sessions at the clinics at least once every fortnights NONE applicable	Immediately	
	Facilitate the enhanced	S and CD	There is one office	1 more office for counselling	2015	

FLAGSHIP PROJECT - ENDING GENDER BASED VIOLENCE						
STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	and co-ordinated provision of post-traumatic services and facilities by all stakeholders		responsible counselling in the township	to be set up		
	Alleviate the burden of home based care that is shouldered by women in the majority of cases.	S and CD	There are no statistics on HBC for survivors of GBV			
	Work with the police and communities in ensuring that cases of gender violence are reported and addressed.	S and CD, councillors	There are no statistics on GBV filed in the council	Establishment of collaborative of GBV forums Invite to provide council with statistics and file To reduce violence by 50 %	2015	
	Liaise closely with the police; ensure a private room/ victim empowerment unit at police stations; improve the services provided by the Police.	S and CD	There are no private rooms for dealing with cases of GBV	Establish private rooms to encourage 100% reporting of cases of GBV Progress will be measured by number of cases reported	2012, 2013	
Support						
To implement a plan and actions that supports survivors of GBV	Commit council resources to strength and ensure sustainability of existing places of safety and establish some in places they do not exist.	Economic Planner, SandCD.	Yes the council has committed resources to supporting survivors of GBV	To increase resources on the already existing places	ongoing	
	Ensure that women are economically empowered to reduce	S and CD, LIMID, Youth and DOSET	The council is helping women to start up projects through home	Embark on rehabilitation and Poverty eradication Program workshop s	On going	

FLAGSHIP PROJECT - ENDING GENDER BASED VIOLENCE						
STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	their vulnerability to gender violence. To add day care center column		economics but the projects have not been specifically tailored for them to address issues of gender based violence and there is need to mainstream gender into the programmes			
Coordination						
To ensure that efforts to address GBV are conducted in a coordinated manner	Establish multi-sector coordinating structures to tackle gender violence.	Sandcd, poliCS Cluster, Dikgosi, VET Tribal Admin Secretary	There are no multi-structures committees being established	Establish a multi-sector committee to mainstream gender based violence into the already existing multi sectorial committees	2012/2013	
	Strengthen relations with local police stations and ensure that cases of GBV are efficiently and effectively addressed.	SACS, Police, Dikgosi	There is need for reinforcement with the stake holders as for now its minimal	Organise stakeholders meeting to strengthen relationships	2013	
Budget allocation						
To ensure that Councils commit budget and resources to addressing GBV	Allocate budget and resources to addressing GBV	SACS, Economic Planning District Commissioner	There is no budget for addressing GBV	Budget allocation of x amount to established	2013-14	
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.	Established District Committee	There are no targets and indicators for measuring progress in the council	The council will have an evaluation report	2013-14	

Annex E: Messages and slogans for gender based violence

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	Do not blame oneself, speak about your experiences	Speak up do not bottle up	Radio,TV,Print media
Abused child	Report any kind of abuse to trusted people around you	Our children, our future	Radio,TV,Bill Boards
Abusive men	Go for rehabilitation	Real man does not abuse	TV, Campaign Against Rape
Family/ Household			
Mother, father, guardian	Practice Good Parenting	Make home a safe and better place	TV, Radio
Parenting	Practice good parenting	A parent is a protector, caretaker not abuse	TV, Radio
Community			
Community	Unite Against Abuse	United we stand and divided we fall	TV, Radio
Schools	Peer Education	Speak out and break the silence	TV, Radio
Religion	Respect other religions besides your own Campaign Against Abuse	God is love	TV, Radio
Sports			
Society			
Political leadership Criminal Justice System	Upright leaders Correction in discipline is a way of life	Confidence in the system. Trust the law to speak for us	All Media available All media available, Campaigns
Media	Fairness in reporting	No bias no fear	All media available
Culture	All are equal	Do away with stereotype, be dynamic	All media available

Annex F: Evaluation form

	EXCELLENT	GOOD	FAIR	POOR	VERY POOR
1. PROGRAMME DESIGN	5	12	3		
2. PROGRAMME CONTENT	3	16	2		
3. DOCUMENTATION					
4. FACILITATION	6	10	3		1
5. GROUP WORK	9	11	1		
6. OUTPUTS					
7. OUTPUTS vs EXPECTATIONS	3	11	4		
8. LEARNING OPPORTUNITY	9	13			
9. NETWORKING OPPORTUNITY	5	11	5		
10. ADMINISTRATIVE ARRANGEMENTS	4	9	3	3	1

Comments

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

- All sessions were equally useful, relevant and informative
- Mtiso's model because it gives a cycle of events to follow in women empowerment. It can also be used for other issues
- Sex, gender and stereotypes as it explains how people interact and how the media report on issues of gender
- Planning session as it gives a way forward and wanted us to put in place what we are not practicing in the authority
- Gender Based Violence presentation: It exists in our workplace but we are doing nothing about it
- The SADC protocol, I did not know anything about it before the workshop
- Transformation scorecard as it carries a lot of things which needs to be considered when doing plans in the authority
- Differentiation between sex and gender because most people usually misinterpret gender
- Group discussions since you meet people of diverse ideas

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

- None
- At the Coalface, gender and development

3. Any other comments

- Everything was excellent, Keep up the good work
- I have learnt a lot during the workshop

- Setswana material, to be retranslated. When you read a statement in the English manual and the other in English the message is not the same.
- Get a man to present on some of the other issues so as to break the trend and the defensiveness of men. There is still a man/woman thinking when only ladies present.
- Know your audience well so that you will be able to make an informed decision when choosing an appropriate language for the manual
- Presenter to use the very same manual that the participants are using, don't use the Setswana version when they have the opposite
- To be more practical and do our day to day cases
- I did not know anything about BALA and would like to take part in the facilitation next time
- People should be encouraged to deal with issues of gender peacefully. The issue of our tradition such as paying of bogadi should be seriously looked at as it gives men the power to assume that they own women. Parents should both contribute to towards their children to start their new lives
- Excellent approach
- This kind of information should be delivered to our communities since they think that gender issues are women's issues
- GBV must be everybody's enemy
- I recommend follow ups after training to ensure implementation of the outcomes of the workshops