

FRAMEWORK GENDER ACTION PLAN FOR SELEBI PHIKWE COUNCIL IN BOTSWANA

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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	<ul style="list-style-type: none"> • 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	Raise awareness in communities on the	Political parties, dikgosi	No awareness training has been done	Embark on an awareness campaign	2010	

FRAMEWORK GENDER ACTION PLAN FOR SELEBI PHIKWE COUNCIL IN BOTSWANA

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importance of women's equal representation in local councils	importance of women being equally represented 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)	<ul style="list-style-type: none"> 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	CS, chairperson	Setswana is already used during council meetings	Encourage the continual use of Setswana where applicable	Ongoing	

FRAMEWORK GENDER ACTION PLAN FOR SELEBI PHIKWE COUNCIL IN BOTSWANA

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	be provided.					
	Comprehensive induction programmes for new councillors with follow up refresher courses.	Cs, council chairperson	There are no refresher courses to the induction programme	The induction programme should be gender sensitive and there should be refresher courses for councillors	November 2009	
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	Immediately	
	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	

FRAMEWORK GENDER ACTION PLAN FOR SELEBI PHIKWE COUNCIL IN BOTSWANA

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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		
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 & CD)	<ul style="list-style-type: none"> 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 & 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 & CD	Not aware(to find out from S&CD)	To ensure policy compliant pre-primary education		
III. GENDER IN EXISTING PROGRAMMES						
Security and emergency services						

FRAMEWORK GENDER ACTION PLAN FOR SELEBI PHIKWE COUNCIL IN BOTSWANA

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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 & CD	The council together with the VDC has been lobbying for businesses to help the needy	Farmers' association, general dealers, wholesalers has been helping with resources for the needy	Ongoing	
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	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 (BOTEK) 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 BOTEK as they have the indigenous knowledge	Ongoing. BOTEK still developing a policy	
The economy and job creation						
To facilitate equal employment opportunities	Set and monitor specific targets to ensure gender	Human Resources	The statistics for the industrial class not yet	Updating staff statistics continuously	Ongoing	

FRAMEWORK GENDER ACTION PLAN FOR SELEBI PHIKWE COUNCIL IN BOTSWANA

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because women are disproportionately affected by high levels of unemployment	parity in employment opportunities created by local government.		ready. For the permanent and pensionable staff is 182 women and 179 men			
	Facilitate employment opportunity workshops for women in communities to enable them to be better placed to access opportunities.	S & CD	Statistics not available?	Collect sex disaggregated data on unemployment rates in the region	2009/2010	
	Ensure an increased vote item in the budget specifically related to women's empowerment; review empowerment projects based on a gender analysis	S & 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 & 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 & 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	There is no target		

FRAMEWORK GENDER ACTION PLAN FOR SELEBI PHIKWE COUNCIL IN BOTSWANA

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			commercial agriculture			
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	No awareness has been raised women contractors training on tender procedures	2 Days workshop, to raise awareness on tender procedures for women	2010/2011	
	Tender board regulations should be changed to ensure that 50% of those sitting on the tender board that awards contracts	Town Clerk	30% of the women sit on the tender board	To increase women in the tender board by 20%??????	2010	
	Encourage and affirm larger businesses that sub-contract women-owned enterprises.	SPTC (Consumer Affairs Officer)	No incentives which encourage and affirm large businesses that sub contract women-owned enterprises do not exist.	At least 30% incentives should target businesses that cub contract women-owned enterprises	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.	S & CD	There is a national poverty reduction strategy but none at local council level	Mainstreamed local level poverty reduction strategy to be put in place	2010	
	Ensure oversight of Sustainable Livelihood assessment by CSO to identify needs and appropriate interventions to enhance the livelihoods of poor and very poor households.	S & CD	Yes, S & CD do mass assessment every year	To enquire from S & CD department	(2010)	

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	Facilitate improved access to social grants, including food security nutrition	S & CD	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.	S & CD	Botshabelo brick moulding Ipelegeng Catering & knitting groups trainings on the council	Number of self sustained businesses	2010	
	Liaise with and support CBOs and NGOs already working with poor households.	S & CD Clinic Youth	No support is being provided for NGOs and CBO's currently	This will be measured by Number of Projects supporting NGO's and CBO's	2010	
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.	Commercial	The statistics of women and men in business have not been developed	Develop a sex disaggregated data of business ownership	2010	
	Community liaison official to disseminate information and advice about sourcing economic opportunities.	Economic Planning	No information, community liaison official to disseminate information	Number of established businesses	2010	
	Encourage public and private business partnerships with all stakeholders	Economic Planning	There is a partnership between LEA, CEDA with land board and water affairs	Encourage continued partnership and encourage new business to partner	Ongoing	

FRAMEWORK GENDER ACTION PLAN FOR SELEBI PHIKWE COUNCIL IN BOTSWANA

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To empower women entrepreneurs through business skills and support	Accelerate/catalyse skills development, access to information and finance, and business support for poor women.	S & CD BALA, WZBA	There is an existing skill development for women	50% of women to be empowered by training	2010	
	Facilitating mentoring of smaller enterprises and benchmarking with bigger enterprises	Commercial Affairs	Women in small businesses have been mentored through the women's exposition and the trade fair	To analyse businesses that have been mentored	2010-2011	
Informal sector						
To promote equal access to markets.	Link women to investment opportunities	Economic Planning	Women's Affairs Department mandate through their Women Expose Sector	Conduct a survey on women in informal sector	2010/11	
	Integrating women with partnerships, joint ventures etc.	Economic Planning	IT IS FOR WOMEN IN BUSINESS			
INFRASTRUCTURE						
Housing and Land Rights						
To promote the equal rights of women to land tenure	Collect gender disaggregated data on housing.	SPTC SHHA Dept of Housing	No	-50% of all applicants	2011/12	
	Lobby Ministry of Lands to ensure that gender is mainstreamed in land policy and procedures as implemented by Land Boards	Mayor Town Clerk Housing Officer	Yes, but it is general policy not for women	Unknown To establish Gender Disaggregated and DATA on Housing	2010/11	
	Training of Housing Officers	District				

FRAMEWORK GENDER ACTION PLAN FOR SELEBI PHIKWE COUNCIL IN BOTSWANA

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	on gender issues (through Ministry of Lands)	Commissioner				
	Ensure gender balance on housing committees; and lobby for a quota for women	Chairperson of SHHA & Planning Committee	30.5%	<ul style="list-style-type: none"> • 50% of the housing committee should be women. • Land should be allocated equally to both men and women 	2012/13	
	Increase the range of housing and land options available to poor households; including subsidies for poor women	Mayor, Town Clerk	No The policy accommodate everybody to land access	50%	2011/12	
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.	CPPHEO	Yes Council provides information to women for building and construction	Through customer satisfaction survey Information on construction should be gender sensitive	2011/12	
	A policy on low-impact economic activities to be undertaken from dwelling units.	CPPHEO LEA Ministry of Trade and Industry CFDPO	What are the current regulations in this regard? To get more information from the council Town Planning Regulations, Bye-Law Enforcement Regulations, Small Scale Industrial Policy (Regulation)	How will this be measured? To enquire from No. of activities carried out from the dwelling units	2011/12	

FRAMEWORK GENDER ACTION PLAN FOR SELEBI PHIKWE COUNCIL IN BOTSWANA

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To ensure women and men's equal access to housing subsidies.	Educate women on housing policies and subsidies.	CPPHEO Women Affairs CSCDO	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? To enquire from the council No of women having accessed housing	2011	
	Disaggregate and capture existing data; a mechanisms for continuous data capture	CPPHED Women Affairs	What are the stats on housing subsidies, who accesses them? All low-income groups	Gender disaggregated data and statistics Yes	2011/12	
	Audit housing plans.	CPPHED	The current housing policy is gender blind	Yes, No of audited housing plans	2010/11	
To review housing policies so that they are gender sensitive	Review current policies and change them to make them gender sensitive.	CPPHED Women Affairs	Nil	Conduct a review on housing policies	2011/12	
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.	CCMSO DRTS Botswana Police Chief S & CD Officer	Available at DRTS	Statistical data in place	2011/12	
	Taxi and bus stations and stopping points to be regulated in order to make travelling safe for all people, especially women and children.	CCMSO DRTS Botswana Police CSCDO	Road traffic studies Spatial Development plan for Selebi Phikwe	Adherence to the plan implementation	2011	

FRAMEWORK GENDER ACTION PLAN FOR SELEBI PHIKWE COUNCIL IN BOTSWANA

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	There should be effective policing to ensure that taxi's comply with safety standards and laws, including that they be registered and that they go for regular roadworthy tests.	DRTS Botswana Police Taxi Association	Roadblocks mounted to check if taxis comply with safety standards Taxis registered annually Taxis go for roadworthy tests every six months	<ul style="list-style-type: none"> Decrease violence by 90% Taxis should be checked for roadworthiness every three months 	2010	
	Taxis should be made safer, including eliminating transport pirating	DRTS Botswana Police Public	Fire Services Seat Belts Conspiquas labels	100% compliance of taxi owners to safety measures	2011/12	
	Pedestrian safety, especially in informal settlements.	CCMSO DRTS	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	DRTS	The data exist on ownership of taxis but might not be well packaged, sex disaggregated and there is no data on who drives the taxis	Package data on taxi ownership and on who drives the taxis to encourage equal participation of men and women in the transport industry	2011/12	
	Train women to drive and own taxi's, buses and haulage and get women on taxi and bus associations.	Trade & Industry Commercial in SPTC S & CD Dept	Information on ownership and who drives the taxis is not available	Collect stats from DTRS Establish a data base on the ownership and service providers of the taxi industry	2011/12	
Water, sanitation and electricity						
To ensure that women, who are disproportionately affected by inadequate	Undertake community assessment on use of services and disaggregate	CWWWO BPC WUC	Yes	100% reticulated	2011/12	

FRAMEWORK GENDER ACTION PLAN FOR SELEBI PHIKWE COUNCIL IN BOTSWANA

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service delivery, are provided with affordable access to basic services	data by sex	Min. of Environmental				
	Provide affordable services to poor households.	CWWWP Chief S & CD, BPC	Housing Electricity Water Waste Collection (exclusion on costs)	Affordable, adequate and efficient service delivery All Low-income groups	Ongoing	
	Council to provide subsidies for those who cannot afford	SPTC Housing CSCD	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.	SPTC CSCD WAD Education	Are any women currently being employed in this sector (numbers and comparisons)? Yes, but currently there is no disaggregated data	Ipelegeng Programme above 70% women	Ongoing	
	Ensure that women are consulted prior to the provision of services.	CSDC Housing VDC Physical Planning	Community consultation	The community	Ongoing	
	Align services to the needs of women.	SPTC	Satisfactory	To improve	Ongoing	
	Involve women in the management and maintenance of these services and facilities.	SPTC UDC Women's Affairs	Are any women currently being involved in this role (numbers and comparisons)? Yes, No	50%of all those involved should be women	2011/12	

FRAMEWORK GENDER ACTION PLAN FOR SELEBI PHIKWE COUNCIL IN BOTSWANA

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			disaggregated data			
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	CPHO SPTC MALC	Yes	50% involvement for both male and Female	Ongoing	
	Increase the frequency of refuse collection.		WEEKLY	WEEKLY	Ongoing	
	Provide and maintain public toilets in strategic areas		There are no public toilets	10 public toilets	2011-2012	
	Review the waste management policy from a gender perspective.		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	
	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	2010	
To raise awareness on the	Public awareness	Health dept	HIV AIDS not linked	Campaign on the linkage of	2010	

FRAMEWORK GENDER ACTION PLAN FOR SELEBI PHIKWE COUNCIL IN BOTSWANA

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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)	campaigns on the links between GBV and HIV/AIDS; the red and white ribbon campaign, coupled with ongoing awareness campaigns.		with GBV Is PEP readily available at all the health facilities? A how many facilities is it available? To get information from health unit	HIV/AIDS and GBV What is the target % increase in the number of women accessing PEP To get information from health unit To enquire from the Ministry of Health		
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	What is the target % increase in number of women and men going for VCT? To get information from health unit To enquire from Ministry of Health	2010	
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 health unit	Gender disaggregated data To get information from health unit	Ongoing	
	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	100% of those who need treatment enrolled	Ongoing	

FRAMEWORK GENDER ACTION PLAN FOR SELEBI PHIKWE COUNCIL IN BOTSWANA

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			this regard?			
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 & 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	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 & CD	What programmes currently exist? To get information from S&CD	What is the target? To get information from S&CD	2015	
	Organise events and displays that celebrate women's achievements and challenge stereotypes. Encourage programmes that challenge stereotypes all spheres, including the home. Educate parents on how their children should be socialised.	S & CD	Do any such programmes exist? To get information from S&CD	What is the target? How ill this be measured? To get information from S&CD		
To challenge the practice that child care is the sole responsibility of women and	Conduct awareness programmes on parenting responsibilities for men and	S & CD	There are no programmes on parenting	Establish responsible parenting programmes	2015	

FRAMEWORK GENDER ACTION PLAN FOR SELEBI PHIKWE COUNCIL IN BOTSWANA

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to educate men on parenting responsibilities.	women.					
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	15 men and 6 women in management (Breakdown per department)	<ul style="list-style-type: none"> Equal number of men and women employed by the council Equal number of men and women in management positions. 	2015	
	Include women’s targets as a non negotiable component of senior managers’ contract.	CS	The CEO is responsible for ensuring that the targeted are met but this is not in their 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	2015	
	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	Unions support for gender equality in council employment	2015	

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			council			
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	Gender balance on selection panels.	2015	
	Gender sensitive selection policies should apply at all time: Interviews questions and practices should not discriminate against women in any way. Experience and qualifications should both be taken into account in evaluating suitability for posts.	HR, CS	Selection is based on experience and qualifications and do No interview questions which discriminate against women	<ul style="list-style-type: none"> • Recruitment practices should be gender sensitive • Gender equity • To organise a I day review meeting of questions available 	2015	
	Develop comprehensive employment equity plans.	HR, Cs	There is no equity plan in existence	To enquire from HREE polcy	2010	
	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	

FRAMEWORK GENDER ACTION PLAN FOR SELEBI PHIKWE COUNCIL IN BOTSWANA

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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	No skills audit has been undertaken of all councils employees.	To enquire from the Ministry of Local Government.	Ongoing	
	Devise and implement a range of capacity-building options for employees and councillors.	HR	BALA & Gender Links workshop inclusion	What is the indicator? How will this be measured?	2015	
	Mentoring new councillors and employees.	HR, council chairperson, HODs	Mentoring of new councillors done in an ad hoc manner	Adhere to standing orders by councils next election	2015	
	Identify skills needs among communities and skills gaps in key economic sectors.	S & CD, PEP	Needs assessment has been done	Sustainable income generating projects	2011	
	Develop targeted skills development programmes.	S & CD, NGOs	Skills development programmes conducted through special welfare department programs	What is the indicator? How will this be measured? Number of people with skills development	2011	
	Facilitate women's entry to skills development programmes.		S & CD have trained women in sawing, baking	3% of women to access programmes		
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	PS Personal	The current provision for maternity is paid full salary,	Three months full maternity leave through the contributions of both local government and	2015	

FRAMEWORK GENDER ACTION PLAN FOR SELEBI PHIKWE COUNCIL IN BOTSWANA

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	three months full maternity leave through the contributions of both local government and Social Security.	Secretary		Social Security.		
	Provide and standardise paternity leave and accompany this with a programme on responsible fatherhood. Possibly consider shared maternity and paternity leave	PS Personal Secretary	None	I month equivalent to annual leave	2015	
	Meetings times should take the needs of all employees into consideration and not run too late.	TC	None Just procedure	Meetings policy arrangement in place	2015	
	Provide child care facilities for municipal employees.	S & CD	None Only day care centres exist	Establish child care facilities for council staff	2015	
	Provide flexible work arrangements for parents.	TC	They exist but on mothers , they knock off at 3.30 for twelve months	Introduce flexible work arrangements for all parents (mothers and fathers)	Ongoing	
	Act upon employees who are not making maintenance payments.	TC	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.	TC	No parenting programmes in place	Formulate programmes on parenting responsibilities	2015	
	Support and expand		Out sourced			

FRAMEWORK GENDER ACTION PLAN FOR SELEBI PHIKWE COUNCIL IN BOTSWANA

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	crèches.					
To address issues of sexual harassment in the council.	Develop and implement a sexual harassment policy (SHP).	TC	None	Policy on place and implemented	2011	
	Workplace education and awareness on the SHP	TC	None	As above	2012	
	Code of conduct to ban the use of sexist jokes and language.	TC	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	Draw 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

FRAMEWORK GENDER ACTION PLAN FOR SELEBI PHIKWE COUNCIL IN BOTSWANA

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
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	
	The gender coordinator should be assisted by gender focal points in all departments, together comprising the gender management committee.	HOD's	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.	HOD's	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	Gender has not been written in the performance agreements of the managers and the GFP	Accountability on gender through PAs.	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	CEO, council chairperson	There is no gender committee in the council	Gender equality committee.	2009/2010	

FRAMEWORK GENDER ACTION PLAN FOR SELEBI PHIKWE COUNCIL IN BOTSWANA

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	government.					
	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 establishment of the gender machinery.	Councillors, CEO	Gender Management System not known	GMS established and publicised	2010/2011	
	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	Gender Coordinator, CEO	Indirect budget allocation, there is no deliberate budget for advancing gender equality	Deliberate budget for advancing gender equality	2011/2012	

FRAMEWORK GENDER ACTION PLAN FOR SELEBI PHIKWE COUNCIL IN BOTSWANA

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	needs of women and men.					
	Recommend resource allocation (specific budget line) for initiatives that will promote gender equality, including fighting gender violence and HIV and AIDS).	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	
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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Committee chairpersons, CEO, and heads of departments 	2011/2012	
	Assess impact of training.	HR, Gender Coordinator	No training has taken place	<ul style="list-style-type: none"> 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	Gender Links, BALA	Gender analysis training has not taken place	All HODs and council chairpersons and deputy chairs	By 2014	

FRAMEWORK GENDER ACTION PLAN FOR SELEBI PHIKWE COUNCIL IN BOTSWANA

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	mainstreaming responsibilities.					
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	<ul style="list-style-type: none"> • 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, sporting activities that challenge stereotypes.	Gender Coordinator	Activities for challenging gender stereotypes	Activities for challenging gender stereotypes	2011/2010	