

REPORT

SELEBI PHIKWE TOWN COUNCIL LOCAL GOVERNMENT GENDER AND GENDER BASED VIOLENCE ACTION PLAN DEVELOPMENT WORKSHOP 9 – 11 FEBRUARY 2010



Figure 1: Participants discussing gender issues in Selebi Phikwe workshop

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Summary

The gender and gender based violence action plan workshop for the Selebi Phikwe Town Council took place from 9 – 11 February 2010 and the purpose of holding the workshop was to popularise the SADC Protocol on Gender and Development and develop local gender action plans and gender based violence action plans that will be rolled out in their respective local councils.

The workshop was undertaken in partnership with Gender Links and the Botswana Association of Local Authorities (BALA) which played a key role in mobilising the participants of the workshop. The workshop was the eighth of the 16 gender action plan workshops for councillors scheduled to take place in Botswana and these workshops are a follow up of the research by Gender Links and other partners titled '*At the Coalface, Gender and Local Government in Southern Africa*' which found that local councils in Botswana have not begun to address gender issues very effectively. The study was launched in February 2009 and a draft gender strategy for local government was developed. Among other officials present were BALA Executive Board Member, Mr. C Manthe, Program Manager Ms. Ludo Matshameko and Gender Links staff members.



Figure 2: Mayor of Selebi Phikwe Mr. Lekang Mukokomani

Objectives

- Build gender analysis skills of local councillors and officials, and local government associations;
- Develop gender action plans with local councils as well as localising the national action plan to end gender based violence
- Popularise the SADC Protocol at council level and community level through the civic leaders,
- Develop a gender action plan for the council
- Build the gender analysis skills of councillors and staff, including on gender and governance; gender planning and policy concepts.
- Develop GBV work plans for rolling out at local level.
- Popularise the local government summit to be held in South Africa on 22-24 March 2010

Workshop content

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

Participants

There were 37 participants at the workshop, of which 21 were men and 10 were women and 6 people did not tick their sex at the registration form. The participants were made up of councillors and officials from Selebi Phikwe Town Council and were of different age groups and had different educational and professional backgrounds see the full participants list attached at **Annex B**.

Facilitators

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

Discussions

During the course of the workshop the following discussion ensued:

SADC Protocol on Gender and Development

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



Figure 3: ToT - Mrs. F. Mpetsane , BALA Women's Commission Deputy Chairperson, teaching during the workshop

Decision making positions

On the issue of women not properly represented in decision making positions, the men said women do not support each other. Some men quoted some verses in the Bible to support their claims that women are not meant to be leaders. The women on the other hand refuted claims made by men and said that women are not represented because the environment is not conducive for women. Some male councillors expressed fear that women now want to take all leadership positions.

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.

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.

Southern Africa Local Government and Gender Justice Summit and Awards

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

Challenges

- Councillors were not able to commit all their time to the workshop, due to their busy schedule.
- Most of the concepts used were new to the participants, thus calling for more time to be devoted to them.
- Councillors felt that there is a need to increase workshop days.
- Some men still feel that women want to take over everything from them. They also felt that women are hungry for power.

Outputs

- Gender Action Plan for Local Council: **Annex D**
- Flagship Project - Ending Gender Based Violence: **Annex E**
- Message and slogans for gender based violence: **Annex F**

Conclusion

At the end of the workshop, the councillors agreed that they need to continue leaning about gender based violence. They also agreed that they need to take an active role in addressing the issue. The participants 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.

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 deal with in the course of their duties, see evaluation form attached at **Annex G**.

Recommendations

- An introductory course on gender issues is needed before this kind of workshop
- 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
- Councillors should be encouraged to fundraise and commemorate some key days and implement some activities in the plan
- Both men and women to be included in educational materials
- The educational materials to be localised
- 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

Way forward

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



Figure 4: Participants at the Selebi Phikwe Workshop

Annex A: Workshop programme for Selebi Phikwe Town Council

**LOCAL GOVERNMENT GENDER ACTION PLAN WORKSHOP PROGRAMME
Selebi Phikwe Town Council
9-11 February 2010
Cresta Bosele Hotel, Selebi Phikwe, Botswana**

TIME	ACTIVITY	WHO
DAY 1		
8:00-8:30	Registration	Gender Links
8:30-8:45	Official Opening	His Worship the Mayor of Selebi Phikwe Mr. L. Mukokomane
8:45-09:15	Introductions and objectives To provide background and agree on objectives for the workshop To develop guidelines of participation Eyes and ears	Mrs. Keabonye Ntsabane-Gender Links Coordinator
9:15-10:00	DVD: Roadmap to equality To introduce the Gender sector Protocol and its relevant to Local government	Mrs. Keabonye Ntsabane
10:30	TEA	
Module one: Key gender concepts		
10:30-11:30	Sex gender, and stereo types	Hon. Cllr D.D. Thlarese, Chairperson of Ghanzi District Council
11:30-13:00	Group work on Challenging stereo types, Internalising oppression	
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:		

TIME	ACTIVITY	WHO
8:00- 8:30	Recap, eyes and ears	Participants
8:30 -9:00	What we learned from the scorecard	Mrs. Matshameko-BALA programme Manager
Module Three: Key gender planning concepts		
9:00-10:00	Practical and Strategic needs	Mrs. Ludo Matshameko-BALA programme Manager
10:00-10:30	TEA	
10:30-12:00	Group 1: Gender mainstreaming Group 2: Sex disaggregated data Group 3: Gender responsive budgeting Group 4: Gender equality in service provision Group 5: Target and indicators Group 6: Gender management system	Mrs. F. Mpetsane, Deputy Chairperson North East District Council
12:00-13:00	LUNCH	
Module four: Draft gender action plan framework		
14:00-17:0	Group 1: Governance Group 2: Gender in existing programmes Economy, procurement, housing, transport, utilities Group 3: Gender in existing programmes Health, HIV and AIDS, environmental health, social development Group 4: Employment practices and environment Group 5: Gender management system	All facilitators
DAY 3		
8:30-9:30	Report back, eyes and ears	Participants
Module five: Localising plans to end gender based violence		
9:30-10:00	Key GBV provision in the SADC Protocol on Gender and Development	Mrs. Keabonye Ntsabane
10:00-10:30	GBV as a key service delivery issue	Mrs. Keabonye Ntsabane
10:30-11:00	TEA	
11:00-13:00	Developing a plan to end GBV	Mrs. Keabonye Ntsabane
13:00-14:00	LUNCH	
14:00-15:00	Communicating local GBV action plans	Mrs. Keabonye Ntsabane
15:00-16:00	Developing messages and slogans for the campaign	All facilitators
16:00-16:15	TEA	
16:15-17:00	Way forward: Best Practices and Summit	Mrs. Keabonye Ntsabane
1700-1705	Closing Remarks	Mrs. Ludo Matshameko
DEPARTURES		

Annex B: Workshop participants list for Selebi Phikwe Town Council

**Gender and GBV action plan workshop
Selebi Phikwe
9 – 11 February 2010**

NAME	Sex M/F	ORGANISATION	PHONE	FAX	E MAIL
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M.Molalhegi	M	SPTC	72444321		
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BM Mosetlha	F	SPTC	71705956		
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NAME	Sex M/F	ORGANISATION	PHONE	FAX	E MAIL
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G Mokgathi	M	SPTC	71641818	2614854	
O M Kelebetse	M	SPTC	72150049		
K Mafala	M	SPTC	72735659		
B A Mpowane			72635343		
C S Mahube		SPTC	7183963		
L Mathato		SPTC	71616961/2610942		
C Kolantso	F	Mmegi	2622086	2622085	
L Dinale	M	SPTC	71776780	2615772	
P Manthe	M	KDC.BALA	71206565	3182439	
F Mpetsane	F	BALA	72601865		
K Mashaba	M	SPTC	72733659		

Attendance statistics by gender

Females	10	32
Males	21	68
TOTAL	31	100%

Annex C: Institutional scorecard

Institutional scorecard for Selebi Phikwe Town Council

TARGET	1	2	3	4	5
POLICY FRAMEWORK					
1. The council is aware of national, regional, international commitments that the country has made to gender equality including the new Gender Policy Framework for Local Government.	4	2	10	2	4
2. There is a gender policy.	10	4	4	2	2
GOVERNANCE					
Representation					
3. Equal number of women and men councillors.	14	5	1	2	1
4. Equal number of women and men in decision-making positions in council, Mayoral committee, chairs of committees etc.	8	5	4	3	2
5. Gender balance on all community committees.	8	2	6	1	5
Participation					
6. Women and men participate equally in council meetings,	3	2	7	4	6
7. Women have an influence on decisions taken by the council.	3	3	10	2	4
8. There is equal participation of women and men at public meetings and events.	2	2	10	4	4
PLANNING					
9. Targeted gender planning and service delivery takes place in the council	5	5	7	2	3
10. Strategic objectives of the Council explicitly mention gender.	5	7	6	3	1
11. Information is collected from women about their constraints, opportunities, incentives and needs and women are consulted in the drawing up of plans and policies.	5	4	5	4	4
12. There are gender indicators in all plans.	4	6	6	4	4
GENDER-SPECIFIC PROGRAMMES					
13. The council is involved in gender-specific projects.	2	5	7	4	4
Safety and security					
14. The council has up to date crime statistics disaggregated by sex.	12	7	2	1	1
15. The city/town is a safe place for women, i.e. To walk around safely at night and in the day.	6	4	3	7	3
16. There is sufficient lighting on streets and in public spaces.	2	5	6	4	6
17. Public transport is safe for women and children.	2	3	6	9	3
18. There is a good working relationship the police and community, especially women and women are adequately represented in community policing forums.	4	6	6	3	3
19. Police and justice service providers are given training on how to handle cases of gender based violence.	7	4	5	4	3

20. The council participates in campaigns to raise awareness on gender based violence (GBV), such as the Sixteen days of activism.	4	5	5	2	6
21. The council has an action plan and budget for ending GBV.	11	6	1	1	2
22. The council supports places of safety.	9	4	3	4	1
Educare					
23. There has been an assessment of the need for child care facilities.	3	4	5	6	4
MAINSTREAMING GENDER INTO EXISTING PROGRAMMES					
The economy and job creation					
24. The council has a local economic development plan that targets women entrepreneurs as key beneficiaries	5	5	5	5	1
25. Women and men benefit equally from informal trading facilities in the council.	4	4	4	6	4
Procurement					
26. The council has a procurement policy that sets a target for increasing the number and value of contracts received by women.	9	3	5	2	1
Housing					
27. The council keeps sex disaggregated data on title deeds.	11	5	3	1	1
28. The council has taken steps to ensure that women benefit equally from housing opportunities.	8	4	8	0	2
Utilities					
29. The council has sex disaggregated data on who has access to basic services i.e. Male and female headed households.	8	3	8	2	0
30. Women are involved in the management and maintenance of these services and facilities.	8	4	4	4	1
Transport					
31. Women are consulted in regard to their transport needs.	7	5	5	3	2
Health and HIV and AIDS					
32. Health facilities are easily accessible to women.	1	1	4	4	11
33. The council keeps sex disaggregated data on HIV and AIDS.	3	1	3	5	8
34. There is a gender aware HIV and AIDS public education and awareness campaign.	5	0	2	5	10
35. PEP is available at all health facilities and there are information campaigns surrounding this.	3	3	5	4	5
Environmental health					
36. Women are consulted in the management of waste.	2	8	8	3	2
37. Women and men benefit equally from business opportunities in this sector.	2	6	4	7	2
Social development					

37. The council keeps sex and age disaggregated data on the use of existing facilities, e.g. retirement centres, community centres, libraries and Women, girls, men and boys benefit equally from budget allocations for sports and recreation facilities	12	2	4	1	1
EMPLOYMENT PRACTICES AND ENVIRONMENT					
Selection and recruitment					
38. Women and men are employed in equal numbers across jobs, grades and in management positions and are equally remunerated for equal work.	3	0	8	2	7
39. There is an affirmative action policy.	9	4	4	3	0
Career pathing					
40. Women and men are given equal opportunity for growth within the council and have equal access to training and promotion opportunities	3	0	5	2	9
Working conditions and environment					
41. The council provides equal benefits for women and men, maternity and paternity leave.	3	4	2	5	5
42. There is a sexual harassment policy that is enforced.	8	4	4	3	1
GENDER MANAGEMENT SYSTEM					
Gender structures					
43. The council has set up a gender structure, which involves civil society, that, is empowered to do its work.	11	1	5	3	0
44. Gender is written into the job descriptions and performance agreements of managers and key functionaries	12	0	6	1	1
Budgets					
45. A share of expenditure is explicitly targeted at promoting gender equality.	10	7	2	1	0
46. Women are able to benefit equally and meaningfully from the resources allocated to mainstream projects.	4	4	7	4	0
Monitoring and evaluation					
47. Service, employment, procurement statistics are disaggregated by sex and gender indicators have been put in place for planning and human resource management systems.	7	8	4	1	0
Capacity building					
48. Diversity and gender training is provided for both women and men in the council, at all levels and is done in a systematic way .	12	4	1	2	1
Skills					
49. Skills gaps are identified and addressed through such training as: literacy; numeracy; language; computer skills; access to information; public speaking; negotiation; mediation; facilitation skills, to ensure that women and men are able to participate equally.	5	5	7	1	3
Political profile and champion					

50. Gender issues are given a high political profile by the Council and has a political champion	10	3	7	2	0
Total	318	198	259	160	154
	1089				
Number of forms received	22				
Total	49.50				
x 2	99.00				
../5	19.80				

Annex D: FRAMEWORK GENDER ACTION PLAN FOR SELEBI PHIKWE COUNCIL IN BOTSWANA

FRAMEWORK GENDER ACTION PLAN FOR SELEBI PHIKWE COUNCIL IN BOTSWANA						
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

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
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

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
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						
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FRAMEWORK GENDER ACTION PLAN FOR SELEBI PHIKWE COUNCIL IN BOTSWANA

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
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	

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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.		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		

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STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
			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 sub 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) I	

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STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	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	

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STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
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				

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STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	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	

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STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
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 Sparetial Development plan for Selebi Phikwe	Adherence to the plan implementation	2011	

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STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	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	

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STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
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	

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STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
			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	

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STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
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	

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STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
			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	

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STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
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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STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
			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	
To ensure that staff development programmes are gender sensitive						
	Succession and staff development plans should have a specific focus on	CS, HR	There are no succession plans in council	Establish succession plans that focus on upgrading skills of women to decision making	2015	

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STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	upgrading the skills of women and their promotion to senior decision-making positions.			positions		
	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 cllrs.	HR	BALA & Gender Links workshop inclusion	What is the indicator? How will this be measured?	2015	
	Mentoring new cllrs 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 three months full maternity leave through the contributions of both local	PS Personal Secretary	The current provision for maternity is paid full salary,	Three months full maternity leave through the contributions of both local government and Social Security.	2015	

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STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	government and 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 crèches.		Out sourced			
To address issues of sexual harassment in the council.	Develop and implement a sexual harassment policy	TC	None	Policy on place and implemented	2011	

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STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	(SHP).					
	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						
To establish structures that constitute the gender machinery and to obtain the	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	

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STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
commitment of all managers	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 government.	CEO, council chairperson	There is no gender committee in the council	Gender equality committee.	2009/2010	
	Form a multi party women's caucus.	Political parties, NGOs, BALA	There is no structure to bring women	Women's caucus established.	2009/2010	

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STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
			councillors			
	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 needs of women and men.	Gender Coordinator, CEO	Indirect budget allocation, there is no deliberate budget for advancing gender equality	Deliberate budget for advancing gender equality	2011/2012	
	Recommend resource allocation (specific budget	Gender Coordinator,	The action plan has not been costed	Costing of this action plan.	2011/2012	

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STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	line) for initiatives that will promote gender equality, including fighting gender violence and HIV and AIDS).	CEO				
	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 mainstreaming responsibilities.	Gender Links, BALA	Gender analysis training has not taken place	All HODs and council chairpersons and deputy chairs	By 2014	
To raise awareness on gender	Compile a calendar of	Gender	The council has not	<ul style="list-style-type: none"> Calendar of special gender 	2010	

FRAMEWORK GENDER ACTION PLAN FOR SELEBI PHIKWE COUNCIL IN BOTSWANA

STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
issues	special gender events and campaigns. Engage in campaigns to raise the profile of gender e.g. Women's Day; Sixteen Days campaign.	Coordinator, CEO	participated in special gender events	events • Campaigns for gender events awareness		
	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	

Annex E: ACTION PLAN FOR SELEBI PHIKWE TOWN COUNCIL FOR ENDING GENDER BASED VIOLENCE

FLAGSHIP PROJECT - ENDING GENDER BASED VIOLENCE						
STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
Prevention						
Women's safety To make communities safer by planning and improving safety in public places	Conduct gender safety audits and reflect specific targets for reducing GBV.	SPTC,Police,WAD	What are the current statistics on GBV in the council? There are no statistics available in the	Target girls and women in reducing GBV cases We will improve safety in public places in at least 5 wards.	2011	
	Conduct a gender safety audit and convene an annual Women's Safety Assessment Focus Group.	SPTC,Police,WAD	Gender safety audit never conducted There is no gender safety audit undertaken	Results of audit Women's Safety Assessment Focus group established To enquire from other departments in the SPTC	2011	
	Work with communities to ensure that all public spaces such as parks, cemeteries, and all neighbourhoods are safe with adequate street lighting.	SPTC,BPC	What is the state of street lighting in the council? Lighting is available in the following areas:BCL,Kopana,Phase 1,Thakadiawa,Sesame/Kagiso Lighting is available in:Bontleng,Phase 2,Botshabeleo East, West and North	We will improve street lighting by 12 % The sexual assault in public places will be measured by police statistics	2013	
	Develop and implement a lighting master plan for the council, plan-maintenance must be in place-monitoring mechanisms and turnaround time	SPTC	Maintenance budget under UDP3	To target Botshabelo,East,West,North	2011	

FLAGSHIP PROJECT - ENDING GENDER BASED VIOLENCE						
STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	Name all streets clearly so that police and other emergency services can reach residents with ease in the event of emergencies. In informal settlements each municipality to develop land marks	SPTC	85% of streets are named	To name the remaining 15% of the streets	2011/12	
	Conduct safety awareness programmes and establish a watch-dog community including all community based structures e.g. community policing forums, etc.	Police, WDC TV Hood/Watch	There are community policing and safety forums available in all wards and they focus on GBV and other crime	To review the effectiveness of policing and safety forums	2012	
	Involve street hawkers in crime watchdog projects.	SPTC commercial	Safety projects	20% of newly street vendors to be targeted on safety projects	Ongoing	
Public awareness campaigns						
To educate communities to challenge and eradicate gender based violence.	In partnership with NGOs and CBOs stretch Sixteen Days of Activism campaign to a year long campaign	WAD, Community leaders, SPTC, Police, Media	Yes programmes exist through Kgotla meetings, PTA, workshops, full council meetings.	To engage and target Kgotla meetings and full council meetings to mainstream GBV Progress will be measured by number of people attending	2010	

FLAGSHIP PROJECT - ENDING GENDER BASED VIOLENCE						
STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	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	WAD, Community leaders, SPTC, Police,	The council has been engaged during preparation for GBV campaigns and yes the council has participated actively.	To engage councillors in awards to attend, this will be measured progress through the attendance of meeting.	2010	
	Mount high profile campaigns to reclaim areas that have become unsafe for e.g. Take Back the Night campaign to sustain the momentum.	WAD, Community leaders, SPTC, Police	The council does not know what take back night is	The council will identify unsafe places in Phikwe and participate in the take back the night activity	2010/11	
	Promote involvement of men and boys in ending gender violence.	Primary schools, churches, Bar, Police, B.D.F, BCL, Prisons, Men Sector	Yes men and boys are target in GBV activities	To target bars taxi drivers and address them on GBV.It will be measured by the number of boys and men attending	2010	
	Monitor and evaluate impact of all public awareness campaigns	Primary schools, churches, Bar, Police, B.D.F, B.C.L, Prisons, Men Sector	Public awareness campaigns have not been monitored	The council to request for the police report women's affairs and chiefs to brief. This will not be applicable to council but women affairs department.		
	Join the 'Making IT work		The council has never	To link with Gender Links and	2010/11	

FLAGSHIP PROJECT - ENDING GENDER BASED VIOLENCE						
STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	for Gender Justice' initiatives such as cyber dialogues.		engaged in IT training. Have only participated as guests	BALA to participate in cybdialogues and conduct training on IT		
Best practices						
To showcase best practices to end GBV	Collect and present best practices being done by councils to end GBV	SPTC, Police, WAD, BALA, Gender Links	No GBV practices have been documented in the council.	To make an effort by collecting four (4) best practices in the Phikwe area.	2010/11	
Response						
To implement actions that are effective in responding to GBV in your council	Ensure effective and efficient community policing forums (CPF).	The Police BALA Gender Links	The police hold roadblocks and patrols overnight.	To request police to report in the full council meeting to measure the progress.	2010	
	Strengthen and support shelters and places of safety for survivors of gender based violence in liaison with NGOs	The Council Emang Basadi Women's Shelter Project	The shelters are there even though there is a gap working relationship with councils	To assist the service organisations on GBV with resources and inform our voters on the services	Ongoing	
	Encourage role modelling of survivors and victims					
	Establish gender units and family counselling services at people centres with appropriate resources					
	Ensure that clinics and health facilities operated by local government	Council, Ministry of Health,	No efforts has bee done to strengthen the capacities of communities to understand	There are four (4) wards to be targeted and address them on the area of GBV/AIDS. The link	2010/11	

FLAGSHIP PROJECT - ENDING GENDER BASED VIOLENCE						
STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	strengthen the capacity of communities to understand the link between gender based violence and HIV and AIDS.	BALA, Gender links		between HIV/AIDS and GBV		
	Facilitate the enhanced and co-ordinated provision of post-traumatic services and facilities by all stakeholders		There are no counselling facility within the council	To lobby for one counselling facility within the council houses	2011	
	Work with the police and communities in ensuring that cases of gender violence are reported and addressed.		We are not updated on GBV Cases often ,only if we have invited the Police to the full council meeting	To half GBV 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.		To enquire from the police station	To enquire on the current situation		
Support						
To implement a plan and actions that supports survivors of GBV	Carry out an audit of safe houses.		No audit has been on safe houses	To carry out an audit of safe houses which supports survivors of GBV	2013	
	Commit council resources to strength and ensure sustainability of existing places of safety and establish some in places		No, the council has not committed to supporting survivors	To ensure that the current budget provide resources such as counselling facility food, blankets for survivors of GBV.	2011	

FLAGSHIP PROJECT - ENDING GENDER BASED VIOLENCE						
STRATEGIC OBJECTIVE	ACTION	WHO	BASELINE	TARGETS/ INDICATORS	WHEN	BUDGET
	they do not exist.					
	Establish day care centres for the elderly to ensure their safety.					
	Ensure that women are economically empowered to reduce their vulnerability to gender violence.		The program is there but not on vulnerability to GBV	The council will now embark on savings, banking	2012	
Coordination						
To ensure that efforts to address GBV are conducted in a coordinated manner	Establish multi-sector coordinating structures to tackle gender violence.		A committee on multisector for the committee to take GBV is not in place	To establish a multisector committee in record	2013	
	Strengthen relations with local police stations and ensure that cases of GBV are efficiently and effectively addressed.		Currently this relates with local police station in ensuring that cases of GBV are effectively dealt with	To strengthen relations by organising GBV activities in the council effectively .	2010	
Budget allocation						
To ensure that Councils commit budget and resources to addressing GBV	Allocate budget and resources to addressing GBV		There is no budget within the council which address GBV	To lobby for 40% of budget for inclusion of GBV	2011	
Monitoring and evaluation						
To ensure that efforts to address GBV are monitored and evaluated	Develop a set of targets and indicators to measure progress and ensure that these are mainstreamed into development plans.		No target indicators which have been developed to ensure. To ensure that t is mainstreamed into the council development pan	Targets and indicators to be developed to measure progress of GBV.	2012	

Annex F: 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	Stop to abuse	Say no to abuse	Billboards
Abused child	Stop child abuse	Se re kgokgontseng(don't abuse)	Billboards with a child's picture
Abusive men	Stop to abuse	Ke nako emisa kgokgontso(its time stop abuse)	Media,handbills,leaflets and brochures
Family/ Household			
Mother, father, guardian	Positive and good relationships	Tlotlanang(respect each other)	Media
Parenting	Positive parenting	Children my pride	Television
Community			
Community	Encourage communities to create safe spaces and build shelter for survivors	Our environment a safe place	Public meetings/address
Schools	Say no to violence in schools	Neelanang lorato(give love to each other)	Billboards
Religion	Spread the good news	Rata mongwe ka wena jaaka o ithata	Billboards, handbills
Sports	Free violence at football fields/progressive GBV campaigns and gender awareness	Kick violence out	Billboards
Society			
Political leadership	Ensure that GBV is addresses in your on political parties manifestos	GBV is a political business address it	Radio
Criminal justice System	Enforce law on GBV criminals	Law must take its Cause on GBV Perpetrators	Radio Jingles
Media	GBV makes stories and can sell	Report positively on media	TV/Radio /Posters

Arena for action	What needs to be communicated to or by these groups	Slogan	What communication tool should be used
Culture	Culture should not perpetrate GBV	Don't hide behind culture in perpetrating Gender Based Violence	Radio

Annex G: Official opening speech

Official Opening Speech

Mrs Lesedi Moloj, Programme Officer, District Multi-Sectoral Committee on behalf of the District commissioner. Workshop on Gender and Local Government –Ghanzi District- 17th to 19th June 2009. By Gender Links and Botswana Association of Local Authorities Workshop (BALA).

Director of Ceremonies Let me begin by thanking the organizers, Gender Links and BALA, for inviting me to officially open this workshop. I personally feel very pleased to witness the implementation of these local government workshops becoming a reality.

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

Director of ceremonies let me remind you that this workshop is part of the study At the Coalface: Gender and Local Government in Southern Africa which was carried out in Botswana. In this study it has been revealed that Botswana need to redouble its efforts to increase women's representation and participation in Local Government in the 2009 elections.

The study further outlines the following findings, women are under represented in local government and that there are variations between councils for an example Ghanzi district has 24 councilors in all, out of which only six are women. "The overall representation of women in local government increased by 4.4% in the 2004 elections, the proportion of women mayors or chairs has dropped from 10% to none".

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

I am informed by the organizers that you will focus on unpacking gender concepts, including looking at planning and budgeting from a gender perspective and these are some of the issues we need to understand properly in our planning processes

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

In Conclusion

The participation of both men and women in decision making is very critical especially in democratic country such as Botswana. Director of ceremonies I have no doubt that by the end of the three days we will come out with implemental work plans.

Annex H: Workshop evaluation for Selebi Phikwe Town Council



Event: Gender and GBV action plan workshop

Date: 9 - 11 February 2010

Venue: Cresta Bosele Hotel, Selebi Phikwe, Botswana

	<u>EXCELLENT</u>	<u>GOOD</u>	<u>FAIR</u>	<u>POOR</u>	<u>VERY POOR</u>
1. PROGRAMME DESIGN	6	12	6	0	1
2. PROGRAMME CONTENT	9	15	2	0	0
3. DOCUMENTATION	11	12	2	0	0
4. FACILITATION	12	10	4	0	0
5. GROUP WORK	8	14	3	0	0
6. OUTPUTS	4	16	4	0	0
7. OUTCOMES AND FOLLOW UP PLANS	2	15	4	0	0
8. LEARNING OPPORTUNITY	8	14	1	0	0
9. NETWORKING OPPORTUNITY	4	12	6	1	0
10. ADMINISTRATIVE ARRANGEMENTS	3	16	5	0	0

Comments

Which session did you find most useful? Why?

- Localising Plans to end Gender Based Violence in formulating
- Group discussion because participants shared realistic situations, plans that could benefit Gender Based Violence
- Gender and Development. It highlights the positive relationship between development and gender issues.
- Gender Links general. Sensitise participants on gender issues.
- Master planning plan.
- DVD
- Localising plans to end Gender Based Violence

Which session did you find least useful? Why?

- Group work, the planners were not available in the workshop to add their input.
- Sex Gender and stereotypes

How will you apply what you have gained from this engagement?

- To constantly get empowered on Gender Issues
- By sharing what I have learned with other colleagues at the workplace
- Incorporate Gender Issues in all projects/programs being undertaken by the council
- Through the media(Daily News) will be read by all stakeholders
- Council management team and full council address. S.P.T.C. to seriously engage on this practice
- Commit seriously and involve all

Any other comments

- Address Gender Based Violence workshop with public sector leadership (HOD) in Selebi Phikwe
- Would like to be engaged next time to check progress
- I would like to be one of the facilitators onetime to gain more information on gender issues
- The workshop contains more/enough material which does not deserve 3 days. I would like to recommend a week
- There is a need to lobby for gender mainstreaming t national level. This will in turn enable the local authorities to effectively incorporate the gender dimensions in the local planning process. There is need to disaggregate data fro the C.S.O.

Annex I: Gender Justice Summit and Local Government Summit and Awards Concept paper



CONCEPT PAPER

Southern Africa Gender Justice Summit and Local Government Summit and Awards

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

22 - 24 March 2010

Synopsis

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

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

Context

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

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

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

Background

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

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

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

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

Who

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

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

Why

The first Gender Justice and Local Government Summit aims to:

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

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

Outputs

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

Outcomes

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

Categories

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

More Information

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

For more information on the Summit contact:

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Annex: Local government and gender justice response form

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